

Attracting and Retaining Employees in Minnesota Local Governments

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Executive Summary

Local governments in Minnesota and across the U.S. will soon face significant challenges attracting and retaining employees due to the impending mass retirement of the Baby Boomer generation.¹ This transformation of the workforce will be felt in both the public and private sectors heightening the need for local governments to better compete for and attract top talent. In April 2018, the League of Minnesota Cities (the League), an organization promoting excellence in local government through expert analysis and trusted guidance, enlisted graduate students from the University of Minnesota's Humphrey School of Public Affairs to research this issue. This Minnesota-focused report examines what workers desire in a workplace compared to how current local Minnesota government employees perceive their workplace. From data produced by a literature review, interviews with employees and human resources staff, and a broadly distributed electronic survey to Minnesota city employees, the report identifies key findings and recommendations to assist local Minnesota governments in overcoming this imminent challenge.

Key findings found both alignment and misalignment with what potential employees desire in a workplace and what is currently offered by Minnesota local governments. Alignment findings, or what Minnesota city employees are most satisfied with, include making a difference in their community, variety in job duties, work/life balance, benefits and stability. Misalignment, or what may be missing from local government culture, was found in the areas of growth and development opportunities, promotion and advancement opportunities, day-to-day flexibility and opportunities to have a voice in work.

From these key findings, this report offers three recommendations to local Minnesota governments to better attract and retain employees: 1) **Educate the public** on aspects of city employment that align with what employees want in a workplace like making a difference, work/life balance, variety in job duties, and benefits/stability. 2) Provide employees more **opportunities for growth and development**. 3) Create **feedback loops** to give employees a voice and to keep on the pulse of workplace culture.

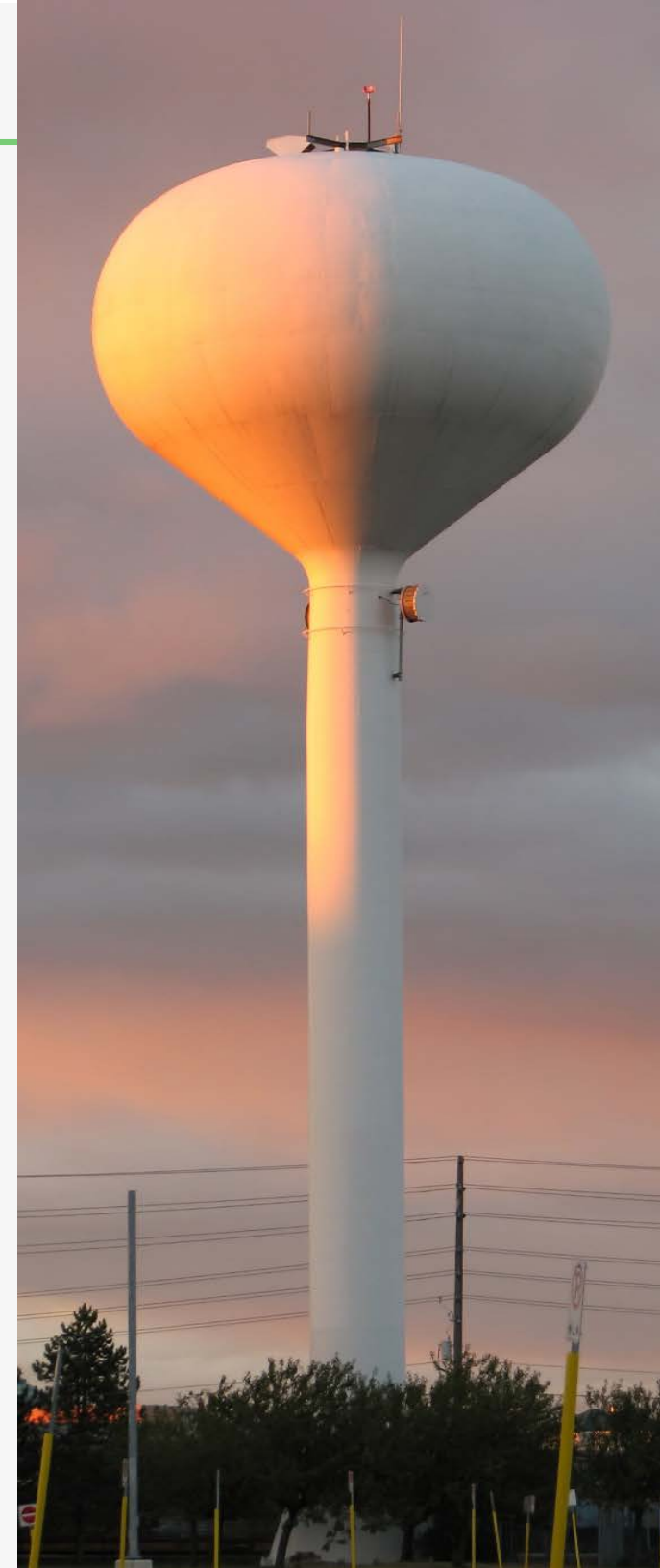
According to Pew Research, 10,000 more Baby Boomers reach retirement age every day and by 2030 all will have reached age 65.² Local governments need to act fast in order to compete with other industries for employees and avoid potential gaps in their commitment to serve the public.

¹ Kellar, E., Franzel, J., Snowden, A., Becker, C., (2015). *Workforce of Tomorrow*. Retrieved from Local Government Research Collaborative (LGRC) and Center for State & Local Government Excellence at <https://slge.org/wp-content/uploads/2016/06/Workforce-of-TomorroReport1.pdf>

² "Baby Boomers Retire." Pew Research Center, Washington, D.C. (2010) <http://www.pewresearch.org/fact-tank/2010/12/29/baby-boomers-retire/>.

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Introduction

In April 2018, the League of Minnesota Cities (the League) engaged with the University of Minnesota's Humphrey School of Public Affairs to investigate issues around the impending workforce shortage in local Minnesota governments. The project was initiated and completed by four graduate students studying public affairs while also working in the public sector. This provided a unique perspective on the issues and the students took a keen interest in the subject matter from both academic and personal viewpoints.

The purpose of this project is to assist the League and its member cities in identifying potential strategies and techniques to overcome the workforce shortage by better attracting and retaining employees. This report highlights the need for local governments to recognize the urgency of the issue and to take swift steps to address it. After a brief background on the workforce shortage, this report will focus primarily on key findings and recommendations on attracting and retaining the workforce needed to continue serving the people of Minnesota.

³ The Public Employees Retirement Association (PERA) of Minnesota administers retirement plans for public employees and serves more than 480,000 members.

⁴ PERA Data received by Angela Merrifield via excel spreadsheet. June 2018.
www.mnpera.org

Background on the Workforce Shortage

Minnesota Public Employees Retirement Association (PERA)³ reports that 45 percent of Minnesota's city employees are over 50 years old,⁴ and the median age for local government employees across the nation continues to increase.⁵ This aging workforce, many of whom were forced to continue working through the recession, is now ready and able to retire, creating a 16 percent increase in retirements over the last decade.⁶ This transformation of the workforce will be felt in both the public and private sectors and as competition for the best workers increases, local governments will find themselves toe-to-toe with all sectors for top talent, heightening the need for local governments to better compete for and attract top talent. Furthermore, once top talent is recruited, it will be imperative to retain these key employees, as well as the current employees.

This impending wave of retirements paves the way for local governments to initiate necessary organizational change and innovation; a great opportunity to rebrand city employment and align city government culture with the desires of the current workforce.

⁵ SLGE staff. (June 2017). State and local government workforce: 2017 trends. Retrieved from <https://slge.org/publications/survey-findings-state-and-local-government-workforce-2017-trends>.

⁶ Ibid.

Research Methods

To understand what kind of organizational change is necessary for local governments to tackle the workforce shortage, four questions were created to drive the research, reveal key findings, and create recommendations:

1. Why is there a need to attract and retain younger workers age 22 to 37 to fill positions in local government in Minnesota?
2. What are younger workers' work styles and what characteristics do they want in the workplace?
3. What are the perceived workplace characteristics of local governments in Minnesota? How do these workplace characteristics affect local governments' ability to attract and retain younger workers?
4. How might city offices change their culture and workplace practices to attract and retain additional younger workers?

These questions were examined and explored using three tools: 1) a literature review of academic and industry articles and reports on the issues and implications of the aging workforce on the public sector as well as what younger

workers want in the workplace (Appendix B) 2) in-person interviews and a focus group with fifteen current city and affiliated organization employees and human resources staff to understand the current culture in Minnesota local governments (Appendix C for interview questions) and 3) a 28-question electronic survey deployed to city employees across Minnesota and completed by 1,436 individuals in 119 cities as a second source of data to understand the current culture in Minnesota local governments (Appendix D for survey questions and Appendix E for survey summary data). Ultimately, this research design enabled the emergence of key themes around what employees want in a workplace and where current local government culture aligns and misaligns with these wants.

Key Findings: What Workers Want in their Workplace and How Minnesota Cities Stack Up

While initial inquiry focused on what younger employees (age 22 to 37 often referred to as Millennials⁷) want in the workplace, research revealed that in Minnesota city government there is general alignment among all workers. For some questions there was variation among the age groups

⁷ Note that while the term Millennials was initially used to describe the generation born between 1981 and 1996 (age 22 to 37 in 2018), research revealed that this generation dislikes this term because of its negative implications of being entitled

and perceptions that Millennials are younger than 22. Instead of using Millennials in this report, younger workers is used. Since the literature uses the term Millennials, we continue using the term when referencing the literature.

(as seen in Appendix E data analysis). Based on the three sources of data, the following four key findings emerged characterizing what workers desire in their workplaces:

1. To Make a Difference

“Working for a city is attractive because you know the community and can see what you’re doing. The fruits of your labor are visible. You don’t drop work into a void. There’s a connectedness and visibility in the community.” MN City employee

Workers want to make a difference by serving their communities, contributing to the common good, and aligning their values with their work. Individuals drawn to working in the public sector already have a desire to contribute positively to society⁸ and want to see the impact of their work.

Based on survey data, workers of all ages identified making a difference as one of their top three choices of what they like about their job (Figure 1). Also, current employees of all ages identify making a difference through their work as one of the top elements that contributes to their job satisfaction (Figure 2). One city employee interviewed indicated that work in the public sector is not all about money, “I don’t think people who get into this business do it to make a million bucks. They do it

because they think the work is valuable or they enjoy working for something beyond just a profit-motive or something that’s serving the public in some fashion.” This theme of making a difference and serving the community was repeated by both the younger workers and Human Resources representatives that were interviewed.



Photo courtesy of Matt Todd (Flickr)

⁸ Ng, E. S., & Gossett, C. W. (2013). Career choice in Canadian public service: An exploration of fit with the millennial generation. *Public Personnel Management*, 42(3), 337-358.

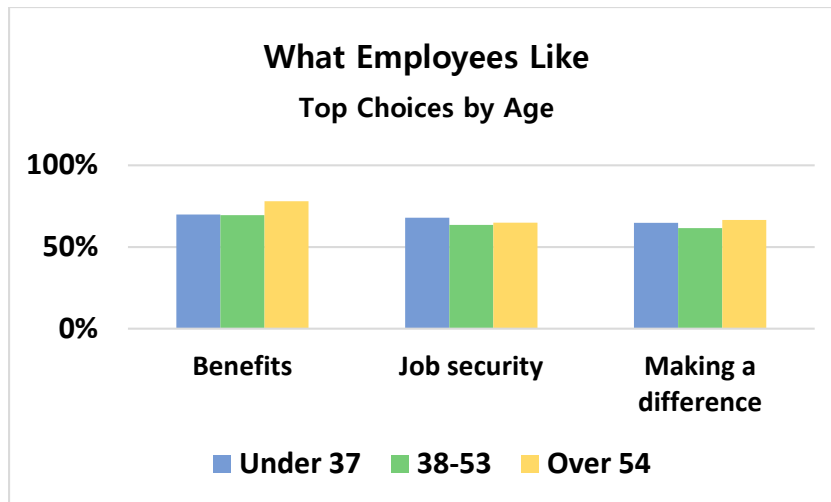


Figure 1

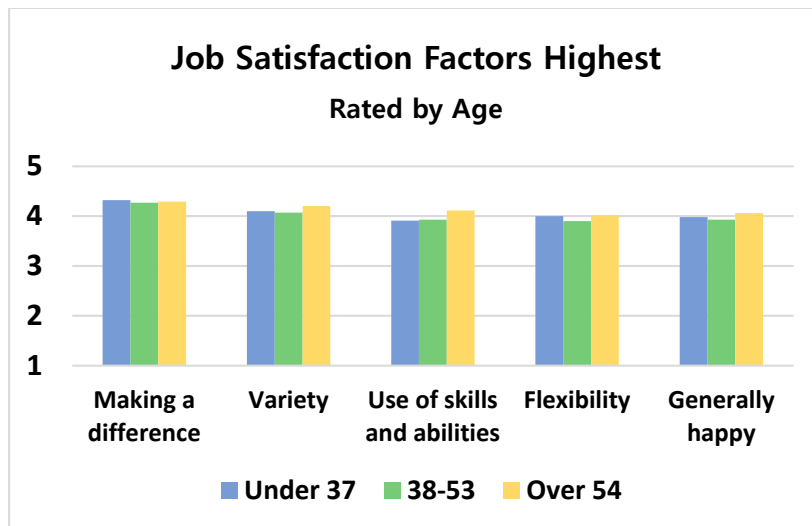


Figure 2

2. Work/Life Balance

"I want a work/life balance and flexibility in a job. I want to be able to adjust my schedule if needed to work later one day. Not all government jobs allow for work from home, but the option would be huge." MN City Employee

Employees have a desire to better manage their home and work lives in order to be successful in both. While flexibility was identified as a top-rated element for Minnesota city employees (Figure 2), they also highlighted their preference to work on their own clock instead of the organization's. Human resource staff also identified flexibility as an important job aspect to all employees. As one human resources interviewee said, "Flexibility and time off [is what employees want]...and, they want the ability to work from home or flex their hours. I don't think that changes when you start a family either, it just gets more important for them."

This theme of work/life balance and flexibility appeared in the survey as both a factor that people were satisfied with and also a factor that they wanted more of in their workplace. The survey asked three questions related to work/life balance and flexibility in which respondents could select whether they strongly agreed, agreed, were neutral, disagreed, or strongly disagreed:

- My workplace supports work/life balance.
- My workplace provides flexible work arrangements.

- My workplace understands and allows flexibility with respect to my family and/or personal responsibilities.

When given a numerical value as follows: strongly agree (5); agree (4); neutral (3), disagree (2), strongly disagree (1), the average of all respondents for the work/life balance and flexibility questions listed above was:

My workplace supports work/life balance.	3.81
My workplace provides flexible work arrangements.	3.67
My workplace understands and allows flexibility with respect to my family and/or personal responsibilities.	3.95

This survey result indicates that some flexibility is offered when needed, but that workers do not feel they have truly flexible work arrangements. The theme found in the interviews shows a similar trend that employees desire work/life balance and some cities are making attempts to provide flexibility needed to achieve this balance.

3. Growth and Development Opportunities

“Training is a big [deal]; having the opportunity to grow in your profession is important, not just getting the job and being stable.”
MN City Employee

Recognizing the desire for continued learning and upward movement in their organization, employees want to have

access to training and other development opportunities. In fact, promotion and advancement was the lowest rated job element by all employees. When asked what they dislike most about their job, over 30 percent selected “inability to move up.” This percentage rises to nearly 40 percent when looking at the under 37 cohort exclusively (Figure 3).

As one intern described, “Younger people don’t want to be locked into a job and don’t necessarily stay in the same roles. They’ll move jobs if they don’t like what they’re doing. You want a role that sees you as a whole person.”

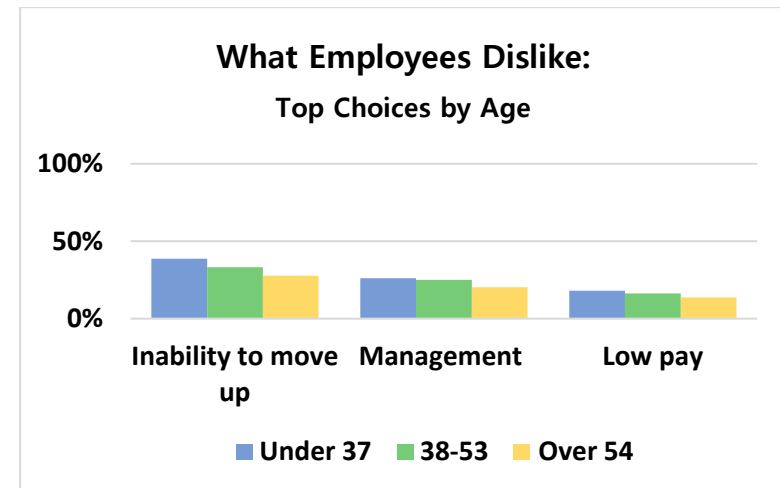


Figure 3

Younger employees are less satisfied with the mentoring and coaching they receive from supervisors when compared with older employees. Mentoring from supervisors can be a

powerful tool that brings benefits to the employee, supervisor and organization through increased morale, organizational productivity and career development.⁹ Based on the survey data, mentoring/coaching was one of the lowest rated job elements in terms of employee satisfaction (Figure 4).

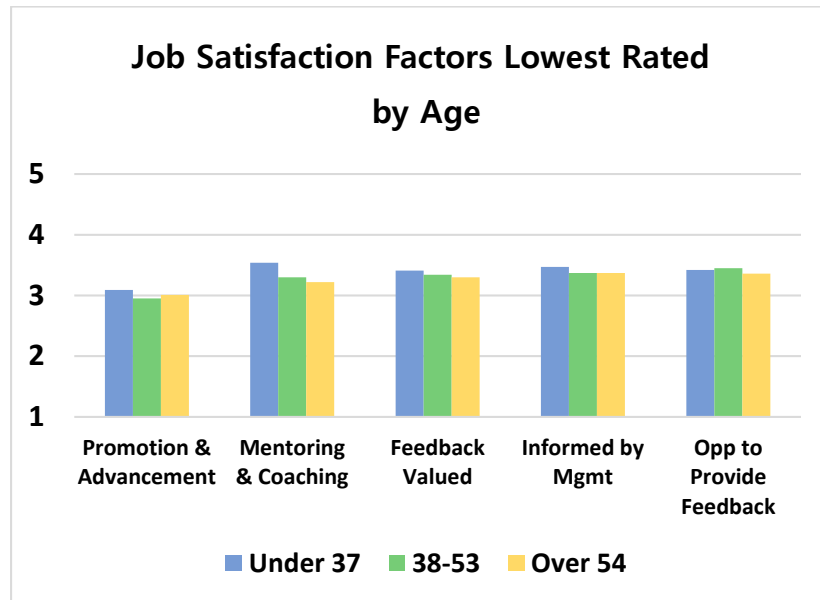


Figure 4

4. To Have a Voice in Their Work

“There should be room to make [our work] our own and to make old processes new. It feels like some workers want things to stay the same. I want to be heard and have room to make [the work] my own.” MN City Employee

Feeling heard is an important aspect of job satisfaction that corresponds with feeling valued at work. Three of the five lowest rated job satisfaction elements by all employees deal with the ability to provide feedback and feel a part of their work’s communication structure (Figure 4). This was apparent in the fact that some employees responded to our survey as if they were speaking directly to their employer citing specific office incidents and environmental issues.

While they recognize the need to respect leadership, employees want the ability to make their own decisions at work and not always seek permission—identified as a frustration working in local government. Most importantly they want to feel heard by their supervisors and colleagues. “Sometimes you get the sense that you can’t change things in a big machine. So, if I were to leave it, it would be for an opportunity where I would have more control over decision-making,” explained a city employee.

⁹ United States Office of Personnel Management. (2008). *Best Practices: Mentoring*. (SHRP/CLERPA-02). Washington, D.C.

Recommendations

Based on key findings, we offer the following recommendations along with potential action strategies for implementation.

1. Educate the Public

Market the aspects of city employment that already align with what employees want and desire. As most employees noted, they love working for local government and recognize the need for cities to do more to promote themselves. The main elements to highlight include:

- Ability to serve people and make a difference in your community
- Cities offer a work/life balance through their work schedules and benefits
- The variety of jobs and opportunities that exist in cities

Potential implementation strategies

- Brand cities as places to work where employees can make a difference doing what they love. The League's "Find your Superpower" display at the Minnesota State

Fair is a great example of highlighting the variety of jobs cities offer.

- Expose high school students to employment opportunities through job fairs, internships, and career exploration experiences. Metro cities can partner with Step-Up Achieve¹⁰, an organization that creates seamless connections between Minneapolis youth (16-21) and organizations providing internships.
- Bring cities together to share best practices related to marketing and outreach efforts. Explore where partnerships can be advantageous.
- Highlight current city employees, the work they do, and the reason(s) why they work for local government because they are one of the best marketing tools. Maximize word of mouth and employees' relationships. Create task forces within cities of employees from different departments to create ideas for promotion.
- Seek out or create unique materials such as the "Find your Superpower" or employee trading cards for promotion (Appendix F).

2. Develop and Grow Current Employees

Ensure that current and potential employees know there is room for career advancement and growth in their job. On an

¹⁰ Step-Up Achieve Internship Prgm: <https://www.achievempls.org/stepupachieve>.

ongoing basis emphasize the different opportunities available for learning and training with employees. In addition to supporting employees through the formal career advancement track, provide opportunities for employees to grow by coaching and mentoring them. We recommend supervisors receive support and training on how to coach and mentor their direct reports.

Potential implementation strategies

- Develop a leadership training that can be accessed by all League member cities. It is recommended this training be available online and be offered in a flexible way. Additionally, consider providing training to leaders on how to mentor and coach others.
- Create career advancement tracks, if none currently exist, and explain them to employees.
- Evaluate job requirements and consider whether the level of education or experience required is actually necessary for the specific job and where possible change job requirements so they are open to a wider applicant pool.

- Allow employees to attend professional development courses, employer-paid conferences and/or serve on committees and task forces.
- The State of California has an Informal Mentoring Toolkit for Managers and Supervisors as part of their *Share What You Know* initiative that provides tips on incorporating informal mentoring into everyday activities (Appendix G).¹¹

3. Create Feedback Loops

Employees want to have a voice in their work to share their opinions and assist in improving their work and workplace. Gathering feedback from employees through surveys and other mechanisms are an easy way to quickly and easily engage employees on a regular basis. While a survey enables employees to share their views, they also want to know that they've been heard. To ensure that employees feel heard, we recommend any surveys or other feedback mechanisms include a process for leadership to respond to the information and to create processes to allow changes to occur faster when necessary.

¹¹ California Department of Human Resources. Informal mentoring toolkit for managers and supervisors. Retrieved from <http://www.calhr.ca.gov/documents/wfp-calpers-informal-mentoring-toolkit-for-managers-and-supervisors.pdf>.

Potential implementation strategies:

- Partner with local universities to develop an employee feedback survey that can be used on a yearly basis. We recommend the development of this survey also include guidance on analysis to make it easier to review the results and respond appropriately.
- Connect with other cities to find best practices around engagement. Note, Mankato has seen powerful shifts using the Gallup Q12 employee engagement survey.¹²

Limitations and Suggestions for Further Research

While this report provides recommendations on attracting and retaining employees to the League and its member cities, the information is limited by a number of factors:

1. Time: The data collection and analysis along with the writing of this report were completed from May to August. This short timeframe impacted our ability to gather survey responses from more cities within Minnesota, especially Minneapolis and Saint Paul, and limited the number of interviews that we could complete.

2. Snapshot: This report reflects the opinions and views of a relatively small number of employees during a single point in time and may not remain consistent in the long-term. Workers' desires and needs may change as the overall workforce environment changes.
3. Minnesota Specific: While the literature provided information about workforce shortages and recruitment and retention efforts broadly, our data focused specifically on Minnesota cities and employees. The recommendations presented here may work in other locals but are designed to reflect the needs of Minnesota cities.

The issues related to worker recruitment and retention are wide-ranging. Additional research should be done to further support Minnesota cities in these efforts including:

1. Examination of best practices currently used by Minnesota cities
2. Further exploration of best practices more broadly by public and private sector employers
3. Deeper investigation into how to attract and retain a diverse workforce
4. Importance of office location and workspace

¹² Gallup. Q12 Employee Engagement Survey. <https://q12.gallup.com/Public/en-us/Features>.

5. Further examination of how city size impacts job satisfaction, wants, and desires in the workplace (Appendix E for survey summary data)

Conclusion

In a survey of local and state government leaders by the Center for State & Local Government Excellence (SLGE), 91 percent of respondents stated recruitment and retention as their highest priority,¹³ suggesting leaders can see an impending challenge on the horizon. This report provided key findings, recommendations and implementation strategies for attracting and retaining employees in local government. As the workforce changes and competition for employees increases, local governments should recognize the great opportunity that lies ahead to promote their strengths, align city government culture with the desires of the current workforce, and to quickly adapt where change is needed.

¹³ SLGE staff. (June 2017). State and local government workforce: 2017 trends. Retrieved from <https://slge.org/publications/survey-findings-state-and-local-government-workforce-2017-trends>



Photo courtesy of J.MC (Flickr)

Acknowledgements

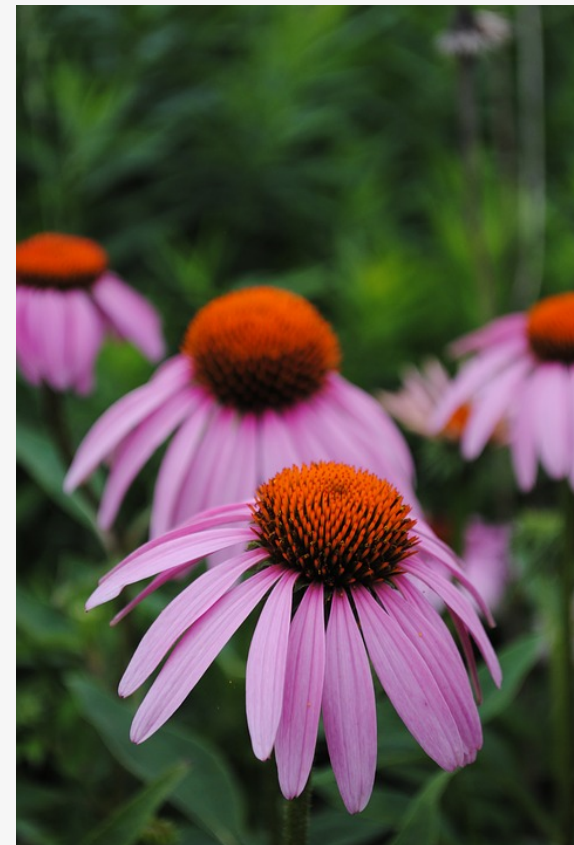
We want to thank the many people who supported us during this project. First, we are grateful for our partnership with the League of Minnesota Cities, without whom this project would not have been completed. Our key contacts at the League, Joyce Hottinger, Laura Kushner, and Dan Greensweig provided invaluable information, timely feedback, and ongoing enthusiasm for our work. We would also like to thank Mindy Corby, who coordinated our interviews with the League's interns and law clerks, and Rachel Walker, who provided valuable feedback on our survey questions.

Without the League and its member cities, our data would not be as robust. We are grateful to the League's contacts who willingly distributed our survey in their cities. Thanks also to the many employees who completed our survey and were open and honest about their workplaces. We also want to acknowledge the individuals who were willing to be interviewed for this project.

Gratitude is also owed to the Humphrey School of Public Affairs faculty. Dr. Kevin Gerdes, director of the Master of Public Affairs (MPA) program at the Humphrey School of Public Affairs, provided guidance and feedback throughout our research process and was critical in helping shape our project. Dr. Angela Fertig, social policy research scientist at

the Humphrey, served as an additional guide and source of feedback throughout our project.

And finally, we recognize the love and support of our families, friends and classmates. They served to keep us grounded during this process and also push us forward.



APPENDIX A

Resources

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APPENDIX B

Literature Review

The Government Workforce Shortage and Recruiting Millennials

Federal, state and local governments across the U.S. will soon face significant challenges due to an aging workforce. The literature is consistent in describing an impending wave of retirements causing a heightened need by local governments to attract and retain Millennials by implementing strategies to better compete for the next generation. This review focuses on the history and cause of the workforce shortage, implications and opportunities, and strategies to recruit and retain the Millennial generation.

The Current View and History of the Aging Workforce

The Minnesota Public Employees Retirement Association (PERA) reported that 45 percent of Minnesota's city employees are over 50 years old¹ and the median age for local government employees across the nation continues to increase.² Although an aging workforce is not unique to local governments, the Bureau of Labor Statistics reports city workers are on average five years older than those in the private sector. This aging workforce, many of whom were forced to continue working through the recession, is now ready and able to retire, creating a 16 percent increase in retirements over the last decade.³ In a survey of local and state government leaders by the Center for State & Local Government Excellence (SLGE), 91 percent of respondents stated recruitment and retention as their highest priority, suggesting these leaders can see an impending challenge on the horizon.⁴

While the underlying cause of this problem is under-researched at the local level, we can glean insight from federal and state level data as well as issues in the private sector. Downsizing of the federal government during the first Bush and Clinton Administrations left the majority of the government workforce in their 30s and 40s. These are the ages at which turnover rates are lowest thus no new (younger) employees were hired.⁵ These workers, the Baby Boomers, are now retiring and the large portion of Generation X workers in their 40s and 50s will soon follow suit.⁶ In many cases, governments are experiencing shortages in specific

¹ The Public Employees Retirement Association of Minnesota (PERA) (2018). PERA Data on Age of Public Employees in Minnesota Local Governments. Retrieved from direct email of data.

² Economic Releases, "Employment Projection: 2016-26," Bureau of Labor Statistics, Oct. 24, 2017. Retrieved from <https://www.bls.gov/news.release/ecopro.nr0.htm>.

³ SLGE staff. (June 2017). State and local government workforce: 2017 trends. Retrieved from <https://slge.org/publications/survey-findings-state-and-local-government-workforce-2017-trends>

⁴ Ibid.

⁵ Lewis, G., Cho, Y. (2010). The aging of the state government workforce: Trends and implications. *The American Review of Public Administration*, 41(1), 48-60.

⁶ Ibid.

industries on par with the private sector. Insurance trusts, an important part of local government stability, is one such example. The industry has failed to successfully recruit professionals in the changing demographic of the workforce. Ten years ago, many wrongly felt artificial intelligence would eliminate these jobs leaving shortages of skilled people in the industry.⁷

Finally, most local governments are not engaging in succession planning to curb this trend. A 2014 survey of municipal/local government human resource departments put out by the International Public Management Association for Human Resources (IPMA-HR) revealed 86 percent of respondents do not have a succession plan in place.⁸ Local government human resource departments are pointing to workforce/succession planning as a top challenge which could explain the failure of many local governments in creating them. Reasons for this failure are reported as low priority, lack of internal expertise and lack of financial resources.⁹

Implications of an Aging Workforce

The literature points out a deluge of challenges that governments will soon face. These challenges, according to Fisher & White, include decreased organizational learning ability due to loss of experienced employees, fear of loss of institutional memory, and a substantial increase in hiring, potentially exposing weaknesses in the hiring process as local governments compete for highly qualified workers.¹⁰ Current negative perceptions of local government as a career option will also pose a challenge to overcome. These perceptions include too much bureaucracy, constraints on what can be accomplished, not enough creative flexibility, slow hiring processes, and a greater interest in the non-profit sector.¹¹ In addition to challenges, the impending wave of retirement poses great opportunities for local governments to increase diversity as younger workers are more likely to be female and minority and to gain employees with better skills in performing increasingly complex tasks.¹² It also paves the way for local governments to initiate necessary organizational change and innovation; a great opportunity to increase effectiveness and change negative perceptions.

In addition to succession planning, it is important for local governments to focus on recruitment and retention of the younger generations whose needs and wants differ from their

⁷ Rappaport, A., Bancroft, E., Okum, L. (2003). The aging workforce raises new talent management issues for employers. *Journal of Organizational Excellence*. 23(1), 55–66. <https://doi.org/10.1002/npr.10101>.

⁸ International Public Management Association for Human Resources (IPMA-HR). (2014). *2014 Benchmarking Report: Talent management*. Retrieved from <https://www.ipma-hr.org/docs/default-source/public-docs/importdocuments/node-documents/27348-ipma-talent-mgmt-report-r>.

⁹ SLGE staff.

¹⁰ Lewis & Cho.

¹¹ Kellar, E., Franzel, J., Snowden, A., Becker, C., (2015). *Workforce of Tomorrow*. Retrieved from Local Government Research Collaborative (LGRC) and Center for State & Local Government Excellence at <https://slge.org/wp-content/uploads/2016/06/Workforce-of-Tomorrow-Report1-1.pdf>.

¹² Lewis & Cho.

older counterparts. The 2018 Deloitte survey of 10,455 millennials summed up key findings, “Good pay and positive cultures are most likely to attract... but diversity/inclusion and flexibility are important to keeping them happy.”¹³

Recruiting and Retaining Millennials

As competition for the best workers increases, local governments will find themselves toe-to-toe with federal and state governments as well as non-profits and the private sector for top talent. A 2013 Canadian study by Ng & Gossett, analyzed survey data to “explore differences among Millennials pursuing an undergraduate degree who indicate preference for a career in public service vis-a-vis the private sector” by career goals and what they want in a potential employer.¹⁴ The study found that students most interested in public sector work had career goals of balancing personal life and career, pursuing further education, contributing to society and secure employment.¹⁵ This same study found students who preferred the private sector valued innovation, attractive location, advancement and international career opportunities.¹⁶ Governments will have to focus on recruiting both of these groups through targeted recruitment efforts including a heavier presence on college campuses.

One of the biggest challenges governments will have to overcome is their ability to offer competitive salaries. Budget issues, legacy costs, and political environments will make it challenging for many local governments to compete with the private sector when it comes to compensation.¹⁷ To overcome this difficulty, the literature suggests tapping into the idealism of the younger generations by advertising government employment as a form of public service, a mission that matters and by creating a brand that tells a story of public service.¹⁸ In addition to a new branding strategy, another critical theme to note is the importance of revolutionizing Human Resources. The literature focuses on hiring practices as outdated and a barrier to recruiting top talent. HR departments should update hiring practices to a more simple, streamlined, creative and strategic process.¹⁹

A final crucial recruitment and planning tool is the use of an internship program. Currently, 50 percent of college students are in internships and 19 percent are

¹³ Deloitte. (2018). *2018 Deloitte Millennial survey: Millennials disappointed in business, unprepared for industry 4.0*, 2. Retrieved from <https://www2.deloitte.com/global/en/pages/about-deloitte/articles/millennialsurvey.html>.

¹⁴ Ng, E. S., & Gossett, C. W. (2013). Career choice in Canadian public service: An exploration of fit with the millennial generation. *Public Personnel Management*, 42(3), 342.

¹⁵ Ng & Gossett.

¹⁶ Ng & Gossett.

¹⁷ Kellar et al.

¹⁸ Doverspike, D., Qin, L., Magee, M. P., Snell, A. F., & Vaiana, L. P. (2011). The public sector as a career choice: Antecedents of an expressed interest in working for the federal government. *Public Personnel Management*, 40(2), 119-132.; Kellar et al.

¹⁹ Kellar et al.; Lewis & Cho; Rappaport et al.

seeking an internship opportunity.²⁰ Internship programs provide important experience, create a talent pipeline and give local governments a chance to engage with students who might not have considered a career in their offices. Internships are a win-win for both interns and host organizations. Host organizations get access to highly motivated and productive employees and can use internships as a recruiting tool and interns gain an improved knowledge of the organization's industry as it relates to their future career path.²¹ Local governments should not be deterred by a perceived high cost of internship programs. An article from the *Development and Learning in Organization Journal* states, "Beyond minor compensation costs in paid internships, the majority of the costs for employers are in the form of committing human resources to plan, supervise, and evaluate interns and the internship program overall."²²

Once top talent is recruited, it is important to retain these key employees. After analyzing over two thousand studies on Millennials and voluntary turnover, Lee, Hom, Eberly & Li, describe the changing definition of job satisfaction for this generation.²³ They conclude younger generations are interested in meaningful work, development opportunities, and reporting to a "coach" rather than a boss.²⁴ Their research suggests monitoring employees' satisfaction by creating an open, trusting environment and developing and analyzing employee satisfaction survey data more regularly than once each year.²⁵

Conclusion

The literature is consistent that local governments should prepare for an impending influx of retirements which may increase competition for top talent. Local governments should focus on succession planning and innovative recruiting and retention efforts that focus on new branding strategies and Millennial's needs and wants. They should prime their pipeline with meaningful internship programs and spend more time conducting targeted recruitment on college campuses. Finally, most information on the workforce shortage exists in the literature for the public and the private sectors. More research is needed on recruitment and retention strategies unique to local government.

²⁰ Kellar et al.

²¹ Coco, M. (2000). Internships: A try before you buy arrangement. *SAM Advanced Management Journal* (07497075), 65(2), 41.

²² How to cultivate a successful internship program: Maximizing the benefits and minimizing the costs (2014). *Development and Learning in Organizations: An International Journal*, 28(3), 33, <https://doi.org/10.1108/DLO-03-2014-0016>.

²³ Lee, T. W., Hom, P., Eberly, M., & Li, J. (2017). Managing employee retention and turnover with 21st century ideas. *Organizational Dynamics*. DOI: 10.1016/j.orgdyn.2017.08.004.

²⁴ Ibid.

²⁵ Ibid.

APPENDIX C

Interview Questions

LMC Interview Guide – Human Resources Staff

Research Questions

- What are the perceived workplace characteristics of local governments in the Minneapolis-St. Paul seven county metropolitan area?
- How do these workplace characteristics affect local governments' ability to attract Millennials?
- How might city offices change their culture and workplace practices to attract more Millennials?

Introduction *(assumes introductory email/phone call with more information has been shared)*

Thank you for agreeing to participate in this research study and taking the time to talk with me today. Your experience as a human resources specialist/manager in local government will help inform our study of how local governments in Minnesota can attract Millennials to their workforce.

Consent

- Before we begin, I just want to give you some additional information about how what you share will be used and protected.
- There is no likely risk or harm to you for participating in this interview.
- Your participation is voluntary:
 - While I appreciate your participation, you can decide not to do this interview.
 - You may choose to pass on any individual question.
- Your participation or non-participation or your particular answers will not affect
 - (Our personal relationship)
 - Your relationship with the University of Minnesota or the League of Minnesota Cities
- Everything you share with me is confidential. Your information will be kept private. Nothing you say will be directly attributed to you.
- Do you have any questions?
- Do you agree (consent) to this interview? (Record response. STOP if no.)
- Are you okay with me recording this interview? Note that only I and the other 3 graduate students working with me will have access to the recording and it will be destroyed after this research project is complete.

Questions

1. How do you describe your workplace to people?
 - a. What are some of the main characteristics of your workplace?
2. In your opinion, what are the most important characteristics of your workplace?

3. How do you think other people describe your workplace? What is their perception of your workplace when they visit it?
4. What would you change about your workplace? Why?
5. What do you specifically highlight for potential employees about the work environment?
6. When talking to prospective employees, what questions do they ask about the work environment?
7. In your view, what are prospective employees looking for in a potential workplace?
8. What is your city doing to attract Millennials as employees?
9. Is or has your city made changes to the work environment to attract new employees, especially Millennials?
 - a. If so, what changes have or are being made?
 - b. How is has your city made these changes?
10. What do you wish your city was doing to attract new employees?

LMC Interview Guide – Millennials working in local government

Research Questions

- What are the perceived workplace characteristics of local governments in the Minneapolis-St. Paul seven county metropolitan area?
- How do these workplace characteristics affect local governments' ability to attract Millennials?
- How might city offices change their culture and workplace practices to attract more Millennials?

Introduction *(assumes introductory email/phone call with more information has been shared)*

Thank you for agreeing to participate in this research study and taking the time to talk with me today. Your experience as Millennial (a younger employee) in local government will help inform our study of how local governments in Minnesota can attract Millennials to their workforce.

Consent

- Before we begin, I just want to give you some additional information about how what you share will be used and protected.
- There is no likely risk or harm to you for participating in this interview.
- Your participation is voluntary:
 - While I appreciate your participation, you can decide not to do this interview.
 - You may choose to pass on any individual question.
- Your participation or non-participation or your particular answers will not affect
 - (Our personal relationship)
 - Your relationship with the University of Minnesota or the League of Minnesota Cities
- Everything you share with me is confidential. Your information will be kept private. Nothing you say will be directly attributed to you.
- Do you have any questions?
- Do you agree (consent) to this interview? (Record response. STOP if no.)
- Are you okay with me recording this interview? Note that only I and the other 3 graduate students working with me will have access to the recording and it will be destroyed after this research project is complete.

Questions

1. How do you describe your workplace to people?
 - a. What are some of the main characteristics of your workplace?
2. In your opinion, what are the most important characteristics of your workplace?
3. What would you change about your workplace? Why?
4. What attracted you to working for local government?

5. What will keep you working for local government?
6. When you were looking at job possibilities, what characteristics were you looking for in your work environment?
 - a. How does your current workplace align with those characteristics?
7. What do you think your city could do to attract other Millennials?
 - a. In your view, what could the city change that would help attract Millennials

APPENDIX D Survey Questions

Workplace Culture

Assessing Workplace Culture in Minnesota City Governments

The League of Minnesota Cities (LMC) is working with graduate students at the University of Minnesota Humphrey School of Public Affairs to learn more about the work environments at local governments in Minnesota. Please take **8 minutes** to answer the following questions about your workplace, experiences at work, and yourself. This survey is voluntary and your responses are **100% anonymous**. None of your answers will be attributable to you. If you have any questions about the survey, please email the Humphrey Team at amerrifi@umn.edu.

Thank you!

Workplace Culture

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	N/A
I am generally happy at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would recommend my workplace to friends and family.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I contribute to making a difference in the community through my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My workplace has a good reputation in the community.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Workplace Opportunities

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	N/A
My job makes good use of my skills and abilities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	N/A
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

my workplace provides opportunities for me to learn and grow as an employee.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel there are many opportunities for promotion and career advancement in local government.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I can be creative and think outside the box at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My job offers variety to keep it interesting.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Workplace Benefits

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	N/A
I have a competitive salary.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am happy with my health insurance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am happy with my vacation allowances.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am happy with my retirement package.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Employee Advancement and Support

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	N/A
Management keeps employees informed about matters affecting employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There are regular opportunities or ways for me to provide feedback to management.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe that management listens to me, is open to my suggestions, and my feedback is valued.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My boss provides mentoring/coaching in addition to supervising me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel valued in my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I regularly socialize with my colleagues.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel respected by my colleagues.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Workplace Flexibility

Strongly agree	Agree	Neutral	Disagree	Strongly disagree	N/A
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	agree	Agree	Neutral	Disagree	disagree	N/A
My workplace supports a work/life balance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My workplace provides flexible work arrangements.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My workplace understands and allows flexibility with respect to my family and/or personal responsibilities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Workplace Leadership

What do you like about working for a city? (select all that apply)

- ☐ Benefits (insurance, dental, PERA, PTO)
- ☐ Pay
- ☐ Job security
- ☐ Making a difference/rewarding
- ☐ Ability to move up in the organization
- ☐ The environment (work space is pleasant)
- ☐ Management
- ☐ Co-workers
- ☐ Other (please specify)

What don't you like about working for a city? (select all that apply)

- ☐ Poor benefits
- ☐ Low pay
- ☐ Job insecurity
- ☐ Unrewarding
- ☐ Inability to move up in the organization
- ☐ The environment (work space is unpleasant)
- ☐ Management
- ☐ Co-workers
- ☐ Other (please specify)

Drag and drop each item as they relate to each category.

Items	My workplace offers this
Flexing time (unscheduled ability to move your hours around in the week; work more than 8 hours some days and less than 8 hours other days - totalling 40 hours at the end of the week)	
Flexible schedule (consistently working a non-traditional schedule that is routine/expected, but unable to change with short or limited notice)	
Scheduled telework (ability to work in a location other than the office on specific days and times)	
Flexible telework (ability to work in a location other than office on a whim)	
No Flexibility	

If your workplace offers flexibility not listed above, please explain below.

If offered flexibility, are all employees offered the same flexibility options?

- ☐ Yes
- ☐ No
- ☐ N/A

Why or why not? (optional)

Management Styles and Open Ended

According to a study in the Harvard Business Review by Daniel Goleman, there are six leadership styles - which one of these styles describes your direct supervisor? (select all that apply)

- ☐ Coercive - seeks immediate compliance from employees "Do what I tell you"
- ☐ Authoritative - mobilizes toward a specific goal "firm but fair; come with me"
- ☐ Affiliative - praising and nurturing "people come first"
- ☐ Democratic - open to input "what do you think?"
- ☐ Coaching - improving and encouraging "try this"
- ☐ Pacesetting - high expectations "do as I do, now"
- ☐ Other (please specify)

What kind of supervisor would you prefer? (select all that apply)

- ☐ Coercive - seeks immediate compliance from employees "Do what I tell you"
- ☐ Authoritative - mobilizes toward a specific goal "firm but fair; come with me"
- ☐ Affiliative - praising and nurturing "people come first"
- ☐ Democratic - open to input "what do you think?"
- ☐ Coaching - improving and encouraging "try this"
- ☐ Pacesetting - high expectations "do as I do, now"
- ☐ Other (please specify)

Have you looked for a job outside of local government in the past 6 months?

- ☐ Yes
- ☐ No

Why or why not? (optional)

What attracted you to work for the city?

What three words would you use to describe your workplace?

What would you change about your workplace?

Is there anything else you would like to include about your workplace culture?

Demographic Questions

In which department do you work?

- ☐ Administration (City Manager, City Clerk)
- ☐ Human Resources
- ☐ I.T. / Technology
- ☐ Communications
- ☐ Public Works (Engineering, Maintenance, Utilities)
- ☐ Finance
- ☐ Legal
- ☐ Assessing
- ☐ Park and Recreation
- ☐ Community Development (Planning, Building/Inspections, Enforcement)

- ☐ Police
- ☐ Fire
- ☐ Other (please specify)

Which best matches or describes your job title or position? (select all that apply)

- ☐ Department Head
- ☐ Manager
- ☐ Supervisor
- ☐ Team Lead
- ☐ Administrative Staff
- ☐ Front Line Worker
- ☐ Other (please specify)

What is the approximate population of the city where you work?

- ☐ Under 5,000
- ☐ 5,001-10,000
- ☐ 10,001-50,000
- ☐ 50,001-100,000
- ☐ Over 100,000

How many years have you worked for the city?

(If less than a year, type "less than a year").

What is your age?

From which generation do you consider yourself to be a part?

- ☐ Traditionalist
- ☐ Baby Boomer
- ☐ Generation X
- ☐ Millennial or Gen Y
- ☐ Gen Z
- ☐ None
- ☐ Other (please specify)

What is your race and/or ethnicity (select ALL that apply)?

- ☐ American Indian or Alaska Native
- ☐ Asian
- ☐ Native Hawaiian or Other Pacific Islander
- ☐ Black, African American
- ☐ Latino/a or Hispanic
- ☐ Middle Eastern
- ☐ White
- ☐ Name any other race/ethnicity that is important to your identity
- ☐ Do not wish to provide

What is your gender?

- ☐ Woman
- ☐ Man
- ☐ Transgender
- ☐ Gender fluid
- ☐ Another identity (please specify)
- ☐ Do not wish to provide

APPENDIX E

Survey Summary Data

Survey Demographics

Total viable responses 1436

Department ₁	Number	Percentage
Public Works	302	21.03%
Police	256	17.83%
Other/did not provide	233	16.23%
Administration	180	12.53%
Community Development	121	8.43%
Park & Rec	109	7.59%
Finance	77	5.36%
Fire	58	4.04%
Human Resources	36	2.51%
Library	34	2.37%
Community Services & Public Health	22	1.53%
IT/Technology	19	1.32%
Assessing	17	1.18%
Communications	15	1.04%
Legal	10	0.70%
Licensing	4	0.28%

1 - some respondents selected more than one department

Respondent age	Number	Percentage
16-21	11	0.77%
22-37	324	22.56%
38-53	534	37.19%
54-72	304	21.17%
73 and older	4	0.28%
did not provide	259	18.04%

Respondent-selected generation	Number	Percentage
Gen Z	1	0.07%
Millennial/Gen Y	243	16.92%
Gen X	511	35.58%
Baby Boomer	352	24.51%
Traditionalist	28	1.95%
did not provide	301	20.89%

Job Title or Position ₂	Number	Percentage
Front Line	459	31.96%
Admin	295	20.54%
Supervisor	202	14.07%
Manager	192	13.37%
Department Head	186	12.95%
Team Lead	112	7.80%
Other/did not provide	19	1.32%

2 - some respondents selected more than one job title or position

Race/Ethnicity ₃	Number	Percentage
White	1185	82.52%
Did not provide	218	15.18%
Asian	18	1.25%
Latino/a or Hispanic	15	1.04%
American Indian or Alaska Native	11	0.77%
Black/African American	6	0.42%
Middle Eastern	4	0.28%
Native Hawaiian or Other Pacific Islander	1	0.07%

3 - some respondents selected more than one race/ethnicity

City Population	Number	Percentage
Less than 5,000	159	11.07%
5,001-10,000	82	5.71%
10,001-50,000	585	40.74%
50,001-100,000	362	25.21%
over 100,000	137	9.54%
did not provide	111	7.73%

Gender	Number	Percentage
Man	653	45.47%
Woman	580	40.39%
Other	3	0.21%
did not provide	200	13.93%

Length of employment	Number	Percentage
Less than 1 year	116	8.08%
1-5 years	382	26.60%
6-10 years	174	12.12%
11-15 years	193	13.44%
16-20 years	175	12.19%
over 20 years	228	15.88%
did not provide	168	11.56%

Survey Summary Data

Total viable responses

All	Age 37 and under	Age 38 to 53	Age 54 and older
1436	349	590	350

Satisfaction Ratings (5=Strongly Agree; 4=Agree; 3=Neutral; 2=Disagree; 1=Strongly Disagree)				
	Average	Average	Average	Average
I contribute to making a difference in the community through my job.	4.2625	4.3152	4.2729	4.294
My job offers variety to keep in interesting.	4.0912	4.1012	4.0697	4.203
My job makes good use of my skills and abilities	3.9502	3.9135	3.9267	4.112
My workplace understands and allows flexibility with respect to my family and/or personal responsibilities	3.9481	3.9971	3.9029	4.023
I am generally happy at work	3.9448	3.9799	3.9320	4.063
I am happy with my retirement package	3.9334	3.9462	3.9424	4.009
My workplace has a good reputation in the community	3.8897	3.9167	3.8735	3.980
I feel respected by my colleagues.	3.8563	4.0086	3.8486	3.805
I am happy with my vacation allowances.	3.8551	3.8255	3.8157	4.070
My workplace supports a work/life balance	3.8172	3.9226	3.7891	3.851
I would recommend my workplace to friends and family	3.7839	3.8252	3.7675	3.931
I can be creative and think outside the box at work.	3.7761	3.7752	3.7751	3.856
My workplace provides opportunities for me to learn and grow as an employee	3.7482	3.8674	3.7462	3.805
I have a competitive salary	3.7151	3.7656	3.7299	3.793
My workplace provides flexible work arrangements.	3.6718	3.7816	3.5744	3.744
I feel valued in my job.	3.6357	3.7880	3.6190	3.617
I am happy with my health insurance	3.6112	3.7475	3.5100	3.765
I regularly socialize with my colleagues.	3.4119	3.7851	3.3521	3.147
There are regular opportunities or ways for me to provide feedback to management	3.3805	3.4195	3.4462	3.358
Management keeps employees informed about matters affecting employees	3.3560	3.4684	3.3726	3.368
I believe management listens to me, is open to suggestions, and my feedback is valued	3.3195	3.4075	3.3385	3.301
My boss provides mentoring/coaching in addition to supervising me.	3.3193	3.5405	3.2993	3.217
I feel there are many opportunities for promotion and career advancement in local government	2.9684	3.0893	2.9453	3.009

What do people <u>like</u> about working for a city? (Percentage selecting each characteristic, multiple selections allowed)				
Benefits	68.80%	69.91%	69.49%	78.00%
Job Security	63.09%	67.91%	63.56%	64.86%
Making a difference/rewarding	60.65%	64.76%	61.53%	66.57%
Co-workers	55.57%	59.60%	52.71%	64.00%
Pay	54.11%	56.73%	52.71%	62.29%
Pleasant work environment	38.58%	44.99%	34.58%	45.71%
Management	21.73%	26.36%	20.17%	25.14%
Ability to move up	10.45%	15.76%	8.98%	10.29%

What do people <u>not like</u> about working for a city? (Percentage selecting each characteristic, multiple selections allowed)				
Inability to move up	32.45%	38.68%	33.22%	27.71%
Management	23.82%	26.07%	25.08%	20.29%
Low Pay	16.43%	18.05%	16.27%	13.71%
Unpleasant work environment	14.07%	17.19%	14.24%	13.14%
Poor Benefits	10.10%	11.75%	10.17%	7.71%
Unrewarding	9.82%	6.30%	12.88%	7.43%
Co-Workers	6.27%	8.02%	6.44%	4.86%
Job Insecurity	5.50%	4.87%	5.76%	5.14%

Survey Summary Data

Total viable responses

All	Age 37 and under	Age 38 to 53	Age 54 and older
1436	349	590	350

What flexible options are offered at cities? (Percentage of respondents that are offered this flexibility, multiple selections allowed)				
Flexing Time	47.70%	52.44%	52.54%	42.57%
Flexible Schedule	32.80%	45.27%	31.02%	29.14%
Scheduled Telework	15.53%	19.48%	15.93%	13.14%
No Flexibility	14.21%	16.62%	16.10%	12.00%
Flexible Telework	10.65%	14.90%	11.36%	7.14%

What would city employees like to see for flexibility? (Percentage of respondents that desire this flexibility, multiple selections allowed)				
Scheduled Telework	40.39%	46.42%	44.24%	33.71%
Flexible Telework	38.16%	46.42%	42.20%	29.43%
Flexing Time	28.06%	33.52%	28.14%	25.43%
Flexible Schedule	19.43%	21.20%	21.69%	15.14%
No Flexibility	5.15%	8.60%	4.58%	3.14%

Percentage of respondents who think flexibility is offered the same to all employees:	20.474%	26.361%	19.661%	18.286%
---	---------	---------	---------	---------

Types of supervisors City employees think they <u>have</u> : (Percentage of respondents that have this type of supervisor, multiple selections allowed)				
Democratic	47.772%	57.020%	48.14%	49.43%
Coaching	29.039%	43.266%	25.93%	26.29%
Authoritative	26.253%	34.097%	26.44%	24.57%
Affiliative	23.747%	25.788%	23.22%	28.29%
Coercive	13.440%	14.040%	14.58%	11.71%
Pacesetting	7.382%	12.894%	6.95%	4.29%

Types of supervisors City employees <u>want</u> : (Percentage of respondents that want this type of supervisor, multiple selections allowed)				
Democratic	57.173%	69.628%	55.76%	60.00%
Coaching	50.279%	65.903%	50.00%	46.86%
Affiliative	35.097%	37.536%	35.25%	42.00%
Authoritative	23.050%	32.092%	22.54%	20.00%
Pacesetting	5.710%	10.029%	6.44%	2.00%
Coercive	0.696%	1.433%	0.51%	0.57%

Percentage of respondents who have looked for a new job in the last 6 months:	24.652%	32.951%	28.814%	14.571%
---	---------	---------	---------	---------

Survey T-Test

Percentage who strongly agree or agree that ...	Age<=37	Age 38-53	Age 54+
I contribute to making a difference in the community through my job	91%	86% *	89%
I am generally happy at work	81%	79%	84%
I feel respected by my colleagues	81%	74% *	72% *
My job offers variety to keep it interesting	80%	79%	84%
My workplace understands and allows flexibility with respect to my family and/or personal responsibilities	79%	76%	82%
My job makes good use of my skills and abilities	77%	79%	84% *
My workplace supports a work/life balance	76%	72%	76%
My workplace has a good reputation in the community	74%	73%	75%
My workplace provides opportunities for me to learn and grow as an employee	73%	68%	72%
I feel valued in my job	72%	63% *	64% *
I regularly socialize with my colleagues	71%	50% *	43% *
My workplace provides flexible work arrangements	70%	64%	68%
I would recommend my workplace to friends and family	70%	70%	74%
I can be creative and think outside the box at work	70%	71%	73%
I am happy with my retirement package	68%	75% *	73%
I have a competitive salary	68%	69%	72%
I am happy with my vacation allowances	67%	72%	78% *
My boss provides mentoring/coaching in addition to supervising me	61%	52% *	45% *
Management keeps employees informed about matters affecting employees	59%	56%	54%
I am happy with my health insurance	59%	55%	60%
I believe that management listens to me, is open to my suggestions, and my feedback is valued	58%	55%	51%
There are regular opportunities or ways for me to provide feedback to management	57%	58%	53%
I feel there are many opportunities for promotion and career advancement in local government	39%	36%	37%

Significance tests from two-sided unpaired t-test are relative to the age<=37 group. * indicates p<0.05.

Survey T-Test

Percentage selecting the characteristics the <i>LIKE</i> about working for a city (multiple selections allowed)	Age<=37	Age 38-53	Age 54+	
Benefits	70%	69%	78%	*
Pay	57%	53%	62%	
Job Security	68%	64%	65%	
Making a difference/rewarding	65%	62%	66%	
Environment (work space is pleasant)	45%	35%	46%	*
Ability to Move up in the Organization	16%	9%	10%	*
Management	26%	20%	25%	
Co-Workers	60%	53%	64%	*

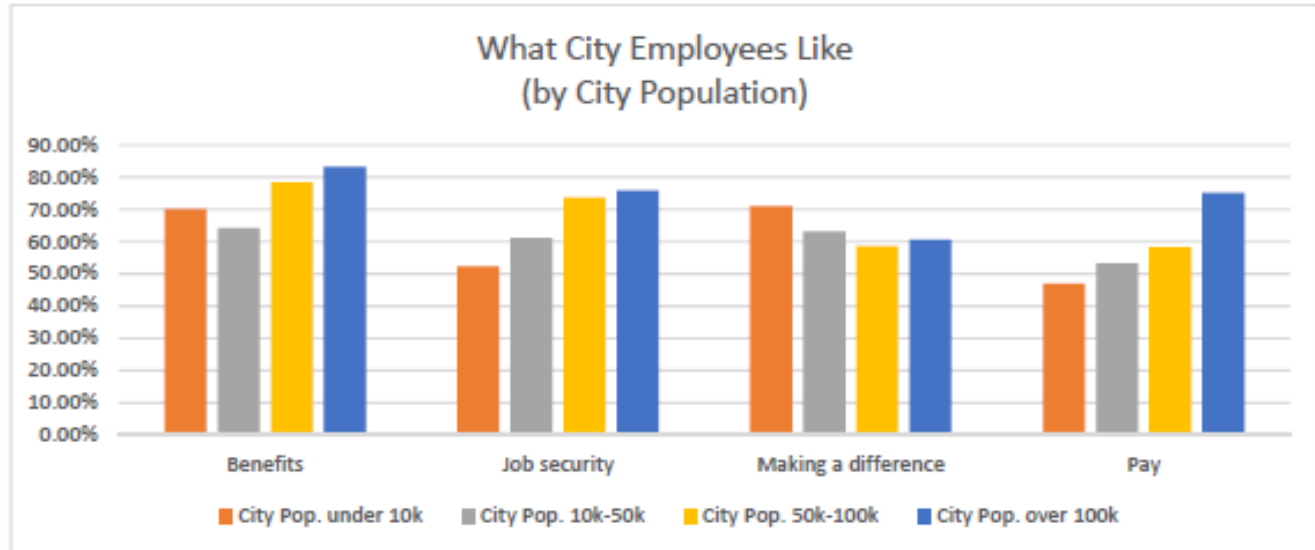
Significance tests from two-sided unpaired t-test are relative to the age<=37 group. * indicates p<0.05.

Percentage selecting the characteristics the <i>DISLIKE</i> about working for a city (multiple selections allowed)	Age<=37	Age 38-53	Age 54+	
Co-Workers	8%	6%	5%	
Inability to move up	39%	33%	28%	*
Job Insecurity	5%	6%	5%	
Low Pay	18%	16%	14%	
Management	26%	25%	20%	
Poor benefits	12%	10%	8%	
Unpleasant environment	17%	14%	13%	
Unrewarding	6%	13%	7%	*

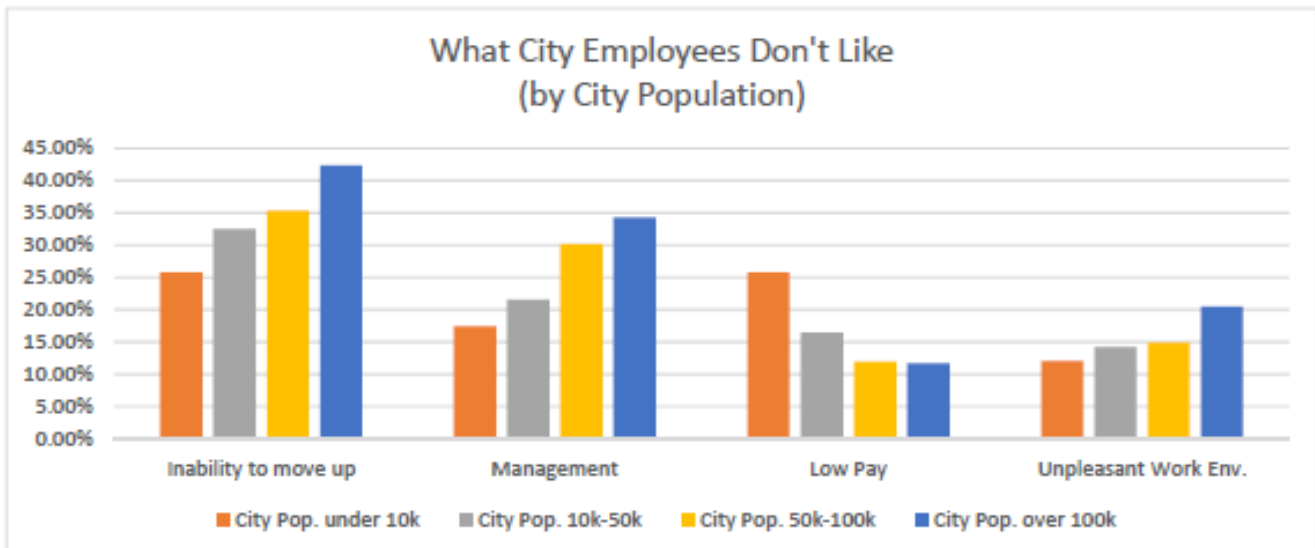
Significance tests from two-sided unpaired t-test are relative to the age<=37 group. * indicates p<0.05.

Survey Additional Findings Needing Further Research

What City employees like	City Pop. under 10k	City Pop. 10k-50k	City Pop. 50k-100k	City Pop. over 100k
Benefits	70.12%	64.27%	78.45%	83.21%
Job security	52.28%	61.20%	73.76%	75.91%
Making a difference	70.95%	63.08%	58.56%	60.58%
Pay	46.89%	53.16%	58.29%	75.18%



What City employees don't like	City Pop. under 10k	City Pop. 10k-50k	City Pop. 50k-100k	City Pop. over 100k
Inability to move up	25.73%	32.48%	35.36%	42.34%
Management	17.43%	21.54%	30.11%	34.31%
Low Pay	25.73%	16.41%	11.88%	11.68%
Unpleasant Work Env.	12.03%	14.19%	14.92%	20.44%



APPENDIX F

Employee Trading Cards – St. Paul



Front

About Aubrey:

Aubrey helps coordinate recycling in Saint Paul to ensure all homes have consistent service.

Favorite Part of working for Saint Paul:

"I love that I play a part in making Saint Paul a more sustainable city and that I get to teach people about recycling and reducing waste."

Want a career that makes a difference?
Visit www.stpaul.gov/careers

DYK?

We are one of the largest engineering organizations in Minnesota and are nationally accredited. We are responsible for more than 865 miles of streets, 1200 miles of sanitary and storm sewer, over 100 bridges, and 145 miles of bike lanes.



www.stpaul.gov/publicworks
651-266-6100
@stpaulpublicw
/cityofsaintpaul
publicworksinfo@ci.stpaul.mn.us

Back

APPENDIX G
Informal Mentoring Toolkit – State of California

Informal Mentoring Toolkit for Managers and Supervisors

Overview

Introduction In support of the Informal Mentoring: *Share What You Know* initiative, the Human Resources Division (HRSD) is requesting that front line managers and supervisors reinforce the concept that informal mentoring is valuable to the organization as well as individuals, and can easily be incorporated into everyday activities.

Contents This section contains the following topics:

Topic	See Page
<u>Informal Mentoring Toolkit for Managers and Supervisors</u>	3
<u>Resources</u>	8
<u>CalPERS Taboo Icebreaker Activity</u>	10

Continued on next page

Overview, Continued

Background—the Informal Mentoring: *Share What You Know* initiative

The Informal Mentoring: *Share What You Know* initiative is an effort to expand on and reinforce the ways CalPERS empowers employees at all levels to seek opportunities for learning and career development. Beyond employee retention, a culture rich in informal mentoring opportunities also benefits employees because it:

- Allows for learning about other areas of the organization and gives mentors and mentees a more global perspective
- Builds knowledge sharing across the organization
- Enhances opportunities for professional and personal development
- Capitalizes on the breadth of experience in our diverse workforce
- Elevates knowledge transfer from information transmittal to the capture of practical experience and wisdom

In addition to the ideas and activities found in this toolkit, informal mentoring can be accomplished many different and very simple ways. Some examples of informal mentoring include:

- Meeting over coffee or lunch
 - Participating on cross-functional or cross-divisional teams
 - Going for a wellness walk or other break with an informal mentor or mentee
 - Providing opportunities for job shadowing
-

Purpose of toolkit

This document includes suggestions for ways to feature informal mentoring in casual settings as well as incorporating it into structured activities. The toolkit is intended for managers/supervisors to incorporate informal mentoring into their daily interactions with employees.

Acknowledging that not all suggestions or activities are well-suited for all work environments at CalPERS, you are encouraged to tailor the tools and resources to best fit your needs.

Informal Mentoring Toolkit for Managers and Supervisors

One-on-one career development conversations

Recognizing managers/supervisors are often pressed for free time in their schedule, one suggestion is to use five to ten minutes of time already set aside for regular one-on-one meetings with employees to discuss career development goals they set for themselves that are represented in their Employee Performance and Development (EPAD).

As a manager/supervisor, you are encouraged to:

- Start the conversation by asking if the goals in the EPAD are still valid
 - Discuss any new training that could be added to the plan
 - Ask employees if their career development goals have changed or if there is a new area of interest they would like to address
 - Continue to revisit career strategies during subsequent one-on-one meetings
 - Provide continuous support for your employee's professional goals and development
-

Highly visible project work

Sometimes, when new projects are assigned to a unit, the manager will assign them to employees based solely on skill and workload availability. To provide additional opportunities to diversify their workload, you can present new projects to employees as "career development opportunities" that might help them get noticed by a unit or division they are interested in. This will support employee's professional development as well as introduce them to new scopes of work within the organization.

As a manager/supervisor, you are encouraged to:

- Learn new skills that might help them gain knowledge of a unit or division they are interested in
- Develop skill sets that may help them be competitive for positions in that area

NOTE: Managers/supervisors are encouraged to send an email to employees explaining the details of new projects as they come in and how it would be a wonderful career development opportunity for anyone interested.

Continued on next page

Informal Mentoring Toolkit for Managers and Supervisors, Continued

Open office hours

Often, employees have multiple competing priorities and don't have many opportunities to interact with their manager/supervisor outside of project or regular workload meetings. By scheduling monthly or bi-monthly open office hours, employees can discuss career development opportunities, project work, and build a working connection with their manager/supervisor.

As a manager/supervisor, you are encouraged to:

- Block off an hour or two once a month or every other week and let your employees know that you are available in your office or another onsite location for an impromptu meeting
 - Send a meeting notice to your employees so the time appears on everyone's calendar and stay committed to the time
 - Tell employees you are available to talk about anything, this time is for them to use as they see fit
 - Encourage employees to come individually or in a group, whatever makes them feel more comfortable
 - Consider playing music, or bringing treats, and hanging a sign on your wall to let employees know that you're available
 - Be flexible on location – remember open office hours can happen anywhere (e.g. your work space, outside, walk and talk, break room, etc.)
-

Share success stories

Most managers have had the opportunity to witness colleagues make the transition from analyst to manager. Another way to support the Informal Mentoring: *Share What You Know* initiative is for managers to share successes they have observed of others whether that person is a friend, a co-worker, or even a past employee. In a one-on-one meeting or perhaps over a cup of coffee, share with your employee who is interested in promoting about another person you have seen successfully make the transition from analyst to manager.

Continued on next page

Informal Mentoring Toolkit for Managers and Supervisors, Continued

Share success stories (continued)

As a manager/supervisor, you are encouraged to:

- Share your experience transitioning from an analyst to a manager position, or tell the employee about a promotion you have observed (e.g. challenges you faced, positive experiences you had, etc.)
- Talk about training that was helpful in your own preparation to become a manager and training you found to be valuable after the transition
- Explain your experience (if any) with mentoring. Did you reach out to a mentor? If so, how did that help you?

Talk about what opportunities you took advantage of and some pitfalls to avoid

Meeting mentoring week...all year round

In order to increase the number of opportunities for employees at all levels to connect with managers and supervisors from across the organization, consider inviting one of your employees to accompany you to one of your meetings. This is a great opportunity for employees to be exposed to and learn more about other parts of the organization and make networking connections they might never have had access to before.

As a manager/supervisor, you are encouraged to:

- Invite employees to a meeting outside of their current role or responsibilities
 - Invite an employee to all or part of a project or other working meeting, participate in brainstorming sessions, take notes during planning sessions, and participate in non-confidential activities
 - Invite an employee to a committee meeting such as:
 - Diversity and Inclusion
 - Susan G. Komen for the Cure
 - March of Dimes
 - Interdivisional event committees, (e.g., the Career and Education Fair and the Chili Cook-off committee)
-

Continued on next page

Informal Mentoring Toolkit for Managers and Supervisors,

Continued

Informal presentations at employee meetings

There are many creative ways to support the Informal Mentoring: *Share What You Know* Initiative by building on activities that already exist. Managers can use 10 to 20 minutes of regularly scheduled unit meetings for informal knowledge sharing. These informal presentations provide an opportunity to learn more about other Divisions or business areas, what they do and how they do it. This is also a great way to facilitate networking connections for employees.

As a manager/supervisor, you are encouraged to:

- Send an email to employees asking which Division or area they would like to learn more about
 - If you do not get a response, create a list of Divisions or areas your employees may benefit from learning from. Think about people you often come in contact with, focus on improving efficiencies and understanding processes
- Create a template email to managers of the units you have selected to reach out to. In this email request include the following:
 - Provide your objective and aim in supporting Informal Mentoring initiative
 - Ask if they would be will to do a brief presentation for your employees about their unit and what they do
 - In order to help gain buy-in, emphasize that there are no expectations, and they can present informally on anything they want
 - Give four or five dates to choose from and let them know they can send whoever they would like to present, it doesn't necessarily have to be the manager/supervisor. The more flexible you can be the better
 - Prior to the presentation, check with the presenter(s) to be sure that your employees can follow up with any questions and get the point person's contact information
- When the speaker arrives, introduce them, thank them for coming and restate the purpose for the presentation
- At the conclusion of the presentation, provide the point person's contact information so that employees can reach out to them with more questions or for more information

Continued on next page

Informal Mentoring Toolkit for Managers and Supervisors, Continued

Share what you learned

The Informal Mentoring: *Share What You Know* project team in HRSD has endeavored to put together a useful toolkit for the manager/supervisor that is both effective and easy to use. Please let the team know what you found useful about this toolkit or what additional support you need by emailing us at Career_Services@CalPERS.CA.GOV.

Success stories play a major role to reinforce the concept that informal mentoring is an easy and worthwhile part of the CalPERS culture. Please share what you've learned with us so that we may leverage it to support this initiative.

Resources

Introduction

There are many resources available to all staff at CalPERS that support the Informal Mentoring: *Share What You Know* Initiative. Managers and supervisors are encouraged to take advantage of the following resources.

Learning Center

The Learning Center is located at Lincoln Plaza North (LPN) room 3285

- The Learning Center page on Inside CalPERS at <http://intranet.calpers.ca.gov/HRSD/Pages/Learning-Center.aspx> has a robust search function that allows the user to search by title, author or subject.
- For resources related to Informal Mentoring, applicable searches include, but are not limited to:
 - Mentoring
 - Coaching
 - Icebreakers
 - Teambuilding
 - Motivation
- Sample resources for icebreakers and teambuilding include:
 - *201 Icebreakers: Group Mixers, Warm-ups, Energizers, and Playful Activities* by Edie West
 - *The Big Book of Team Building Games* by John Newstrom & Edward Scannell
 - *25 Problem-solving & Decision Making Activities* by Dave Francis and Mike Woodcock
 - *Thiagi's 100 Favorite Games* by Sivasailam Thiagarajan
- Sample resources for coaching and mentoring include:
 - *Coaching Basics* by Lisa Haneberg
 - *Coaching, Counseling, & Mentoring* by Florence Stone
 - *Masterful Coaching* by Robert Hargrove
 - *Coaching & Mentoring* by Harvard Business School Press
- Sample resources for motivation include:
 - *Make the Right Choice: Creating a Positive, Innovative and Productive Work Life* by Joel Zeff
 - *How Full Is Your Bucket?* by Tom Rath and Donald O. Clifton
 - *1001 Ways to Energize Employees* by Bob Nelson
- Learning Center staff is also available via phone at 3-2576 or HRSD_Learning_Center@CalPERS.CA.GOV for support and assistance with resource selection and availability.

Continued on next page

Resources, Continued

Career Services Program

The Career Services Program (CSP) in HRSD:

- The CSP provides information and tools to assist CalPERS staff in meeting their personal career goals.
 - Career Analysts are available for support regarding Informal Mentoring efforts by emailing Career_Services@CalPERS.CA.GOV.
-

Informal Mentoring

The Informal Mentoring: *Share What You Know* webpages on Inside CalPERS:

- General information about the Informal Mentoring Initiative
 - <http://intranet.calpers.ca.gov/HRSD/Pages/Informal-Mentoring.aspx>
 - Informal Mentoring Resources
 - <http://intranet.calpers.ca.gov/HRSD/Pages/Informal-Mentoring-Resources.aspx>
 - Video of the Informal Mentoring Kick-off featuring speaker and author Joel Zeff
 - <http://insider.calpers.ca.gov/apps/vid-center/screen.asp?movieID=101>
 - Encourage staff new to your area to watch the video in its entirety (approximately 90 minutes)
 - Host a “movie afternoon” for staff to watch the video
 - Select one of Joel’s “games” and the corresponding commentary (approx. 15-20 minutes) to view and discuss during a staff or team meeting
 - For more information and support, please contact CSP staff at Career_Services@CalPERS.CA.GOV
-

ATTRACTING AND RETAINING EMPLOYEES IN MN LOCAL GOVERNMENTS

Kamal Ali | Jennifer Desrude | Angela Merrifield | Jeannette Rebar

HUBERT H. HUMPHREY SCHOOL OF PUBLIC AFFAIRS



HUBERT H. HUMPHREY SCHOOL OF PUBLIC AFFAIRS

WHO WE ARE



HUBERT H. HUMPHREY SCHOOL OF PUBLIC AFFAIRS

THE PROBLEM

Trends point to future difficulty filling local government jobs in Minnesota



High rates of retirement lead to high job vacancy and loss of institutional memory

5 years older
than the private sector



Cities face challenges in attracting and hiring top workers



Negative perceptions of local gov't as a career option

MN PERA Data; Lewis and Cho, 2011; Kellar, Franzel, Snowden, Beckett, 2014

RESEARCH FOCUS

What do younger workers want in the workplace?

What is the current culture of MN Local Government workplaces?



DATA COLLECTION



Analyzed **current literature and research** on the aging workforce and what workers under 37 want

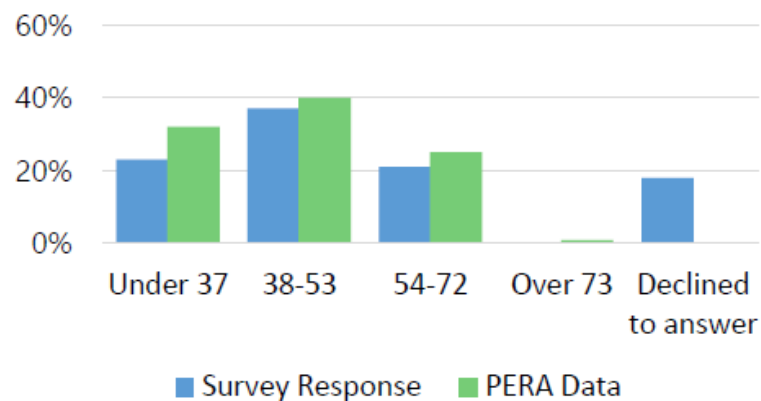


Deployed an online survey to all MN cities and received **1,436 responses** from **119 cities**

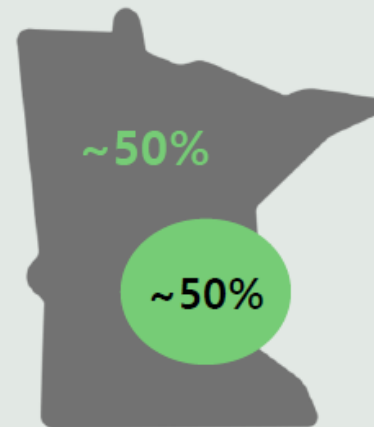
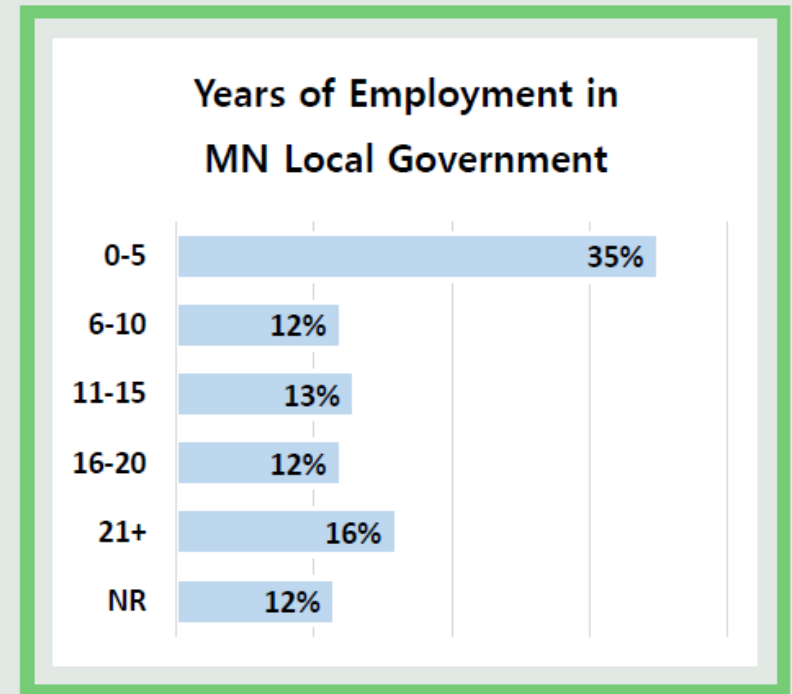
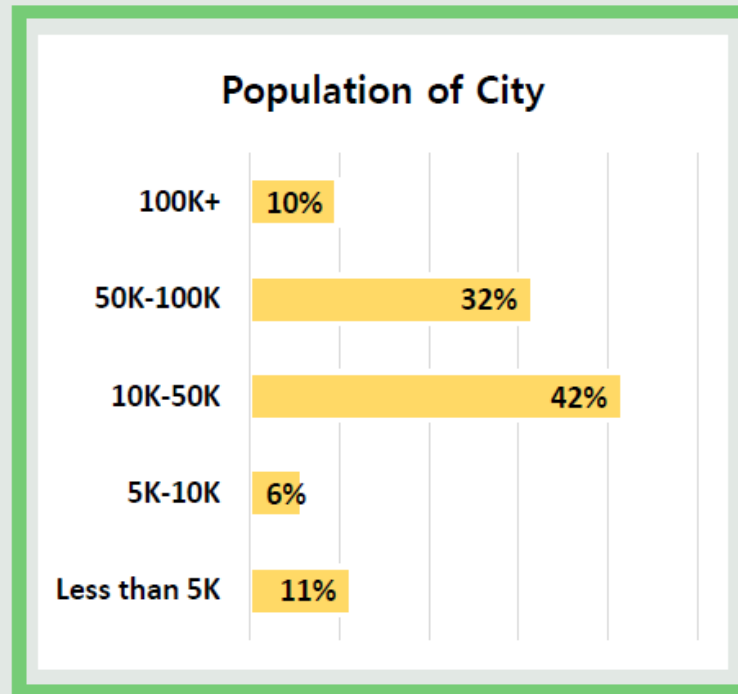


Conducted **15 interviews** with city and city-affiliated employees under 37 and HR staff

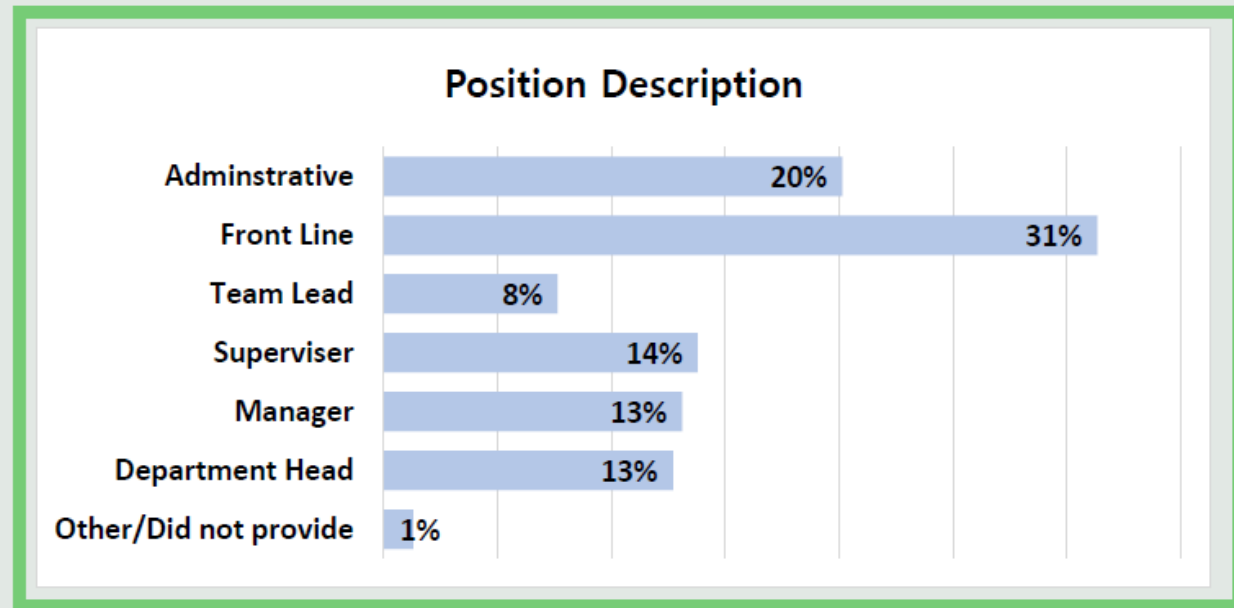
Survey Respondent Age vs
PERA Data Age



Who Completed the Survey?



Who Completed the Survey?

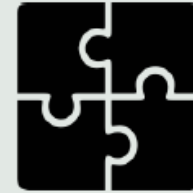


FINDINGS

What do workers want?



Make a difference



Work/life balance



**Growth and development
opportunities**



**To be heard and make
decisions in their own
work**

FINDINGS

What is the culture of MN City Workplaces?



What MN City Employees **Like** about their Workplaces

Ability to **make a difference** through work

Variety in job that keeps it interesting

Work/life balance

Benefits and **stability**



What MN City Employees **Desire** in their Workplaces

Mentoring and coaching from supervisors

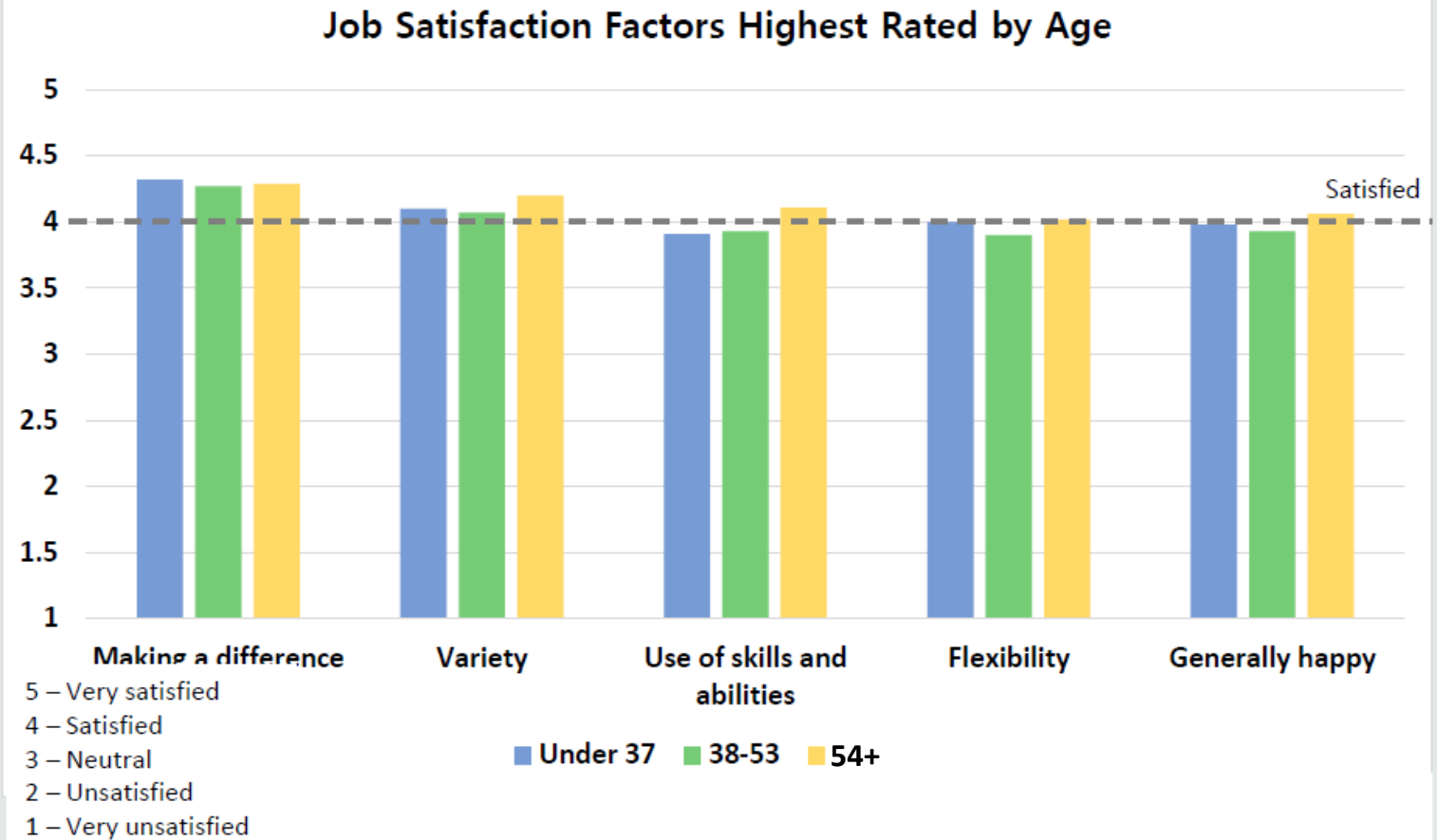
Promotion and **advancement** opportunities

More **flexibility** in schedules

More opportunities to **have a voice** in their work

FINDINGS

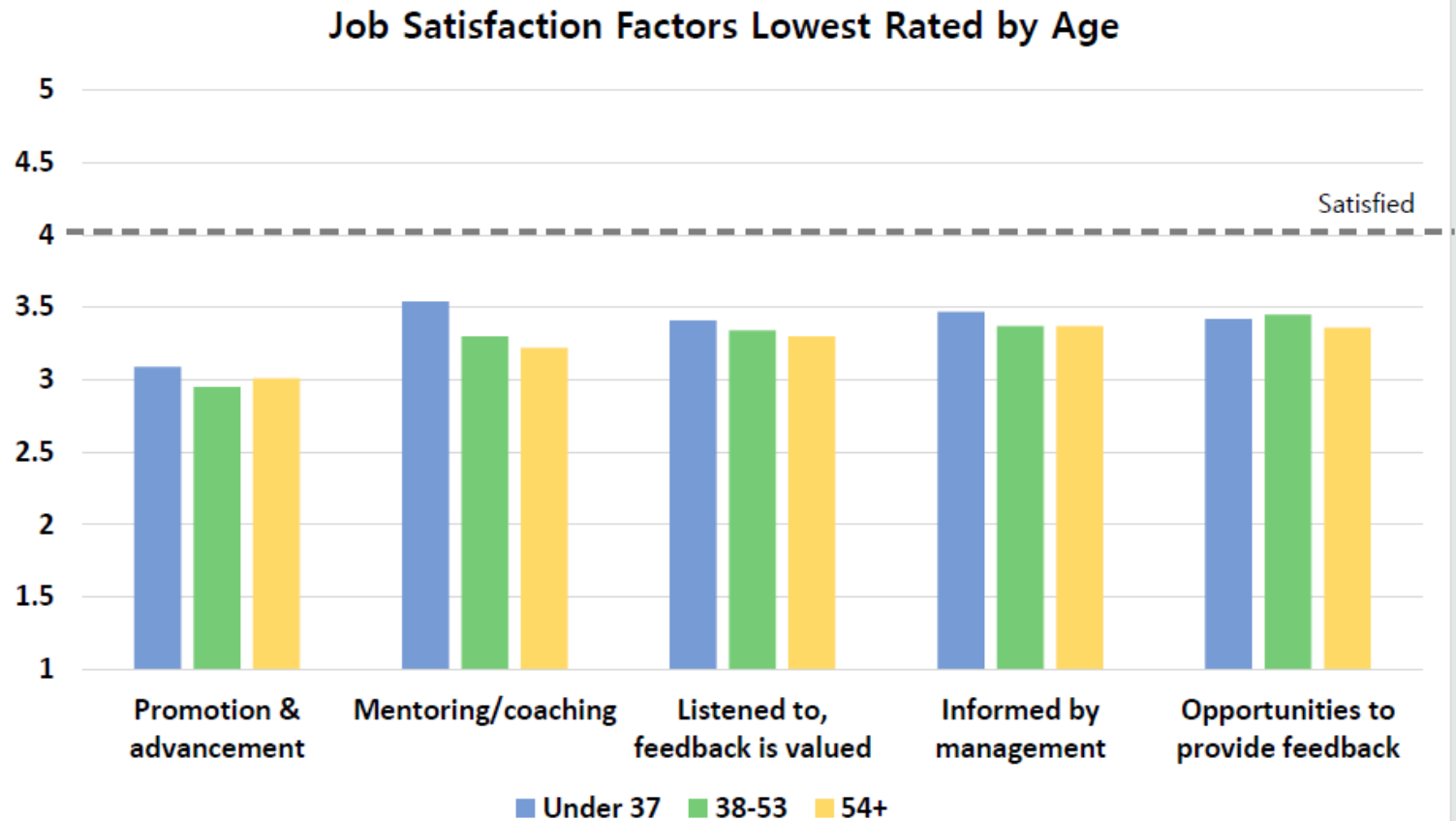
What is the culture of MN City Workplaces?



My supervisor acknowledges my life outside of work. He knows that I have another part-time job and has asked about balance. -Under 37 employee

FINDINGS

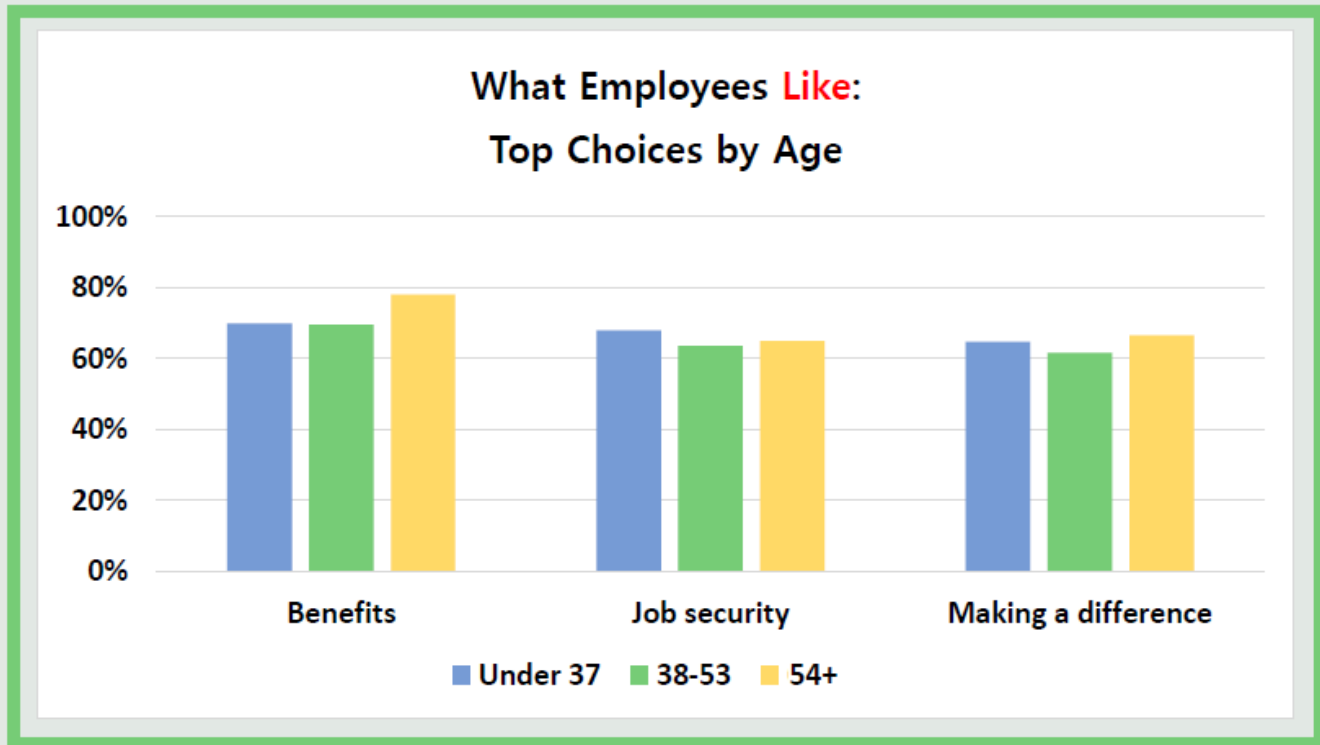
What is the culture of MN City Workplaces?



I think some of the younger workers feel a bit stagnant if they don't move.
-H.R. Professional

FINDINGS

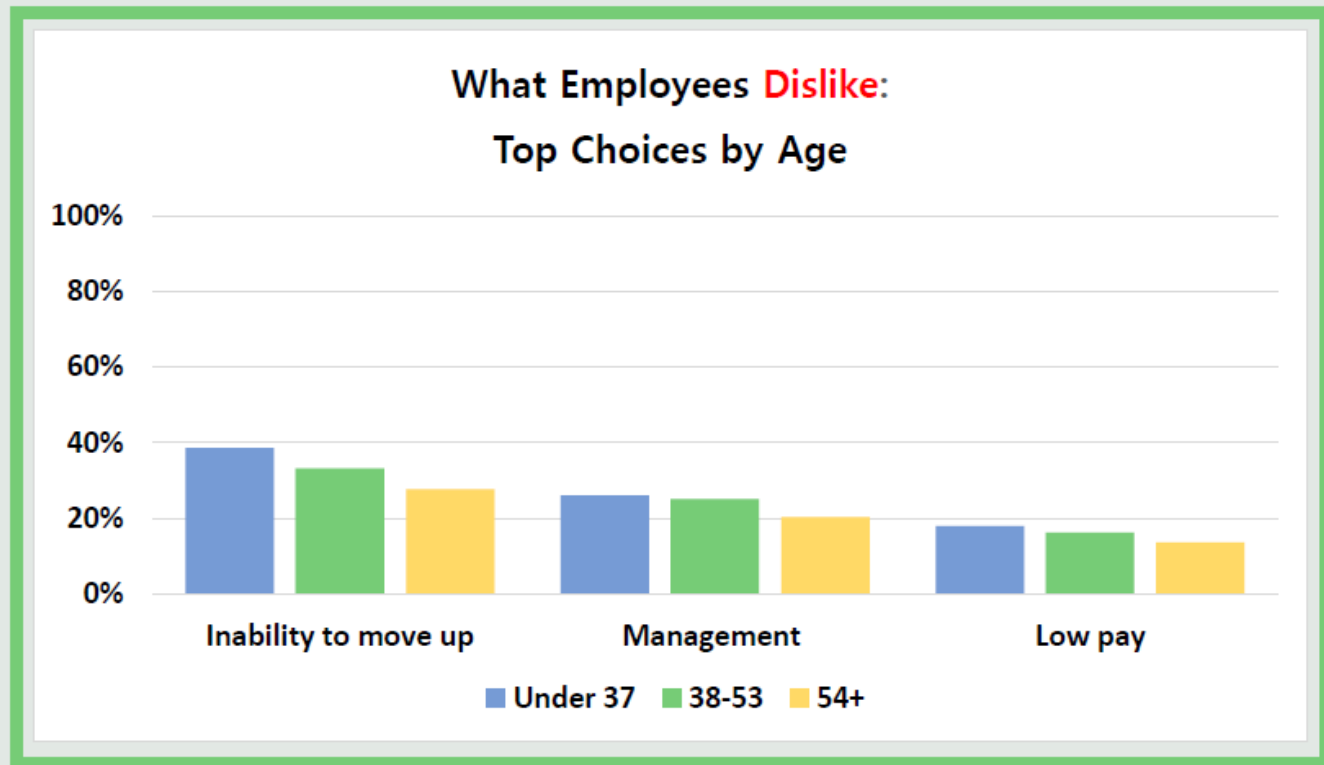
What is the culture of MN City Workplaces?



Working for a city is attractive because you know the community and can see what you're doing. The fruits of your labor are visible. You don't drop work into a void. There's a connectedness and visibility in the community.
-Under 37 employee

FINDINGS

What is the culture of MN City Workplaces?



Training opportunities is a big one; having the opportunity to grow in your profession is important, not just getting the job and being stable.
-Under 37 employee

RECOMMENDATIONS



Educate the Public

Market aspects of city employment that already align with what employees want and desire.



1. **Make a difference** in your community
2. Find your **work/life balance**
3. Do what you **love**, do it for a MN City!
4. Never boring; lots of **variety**

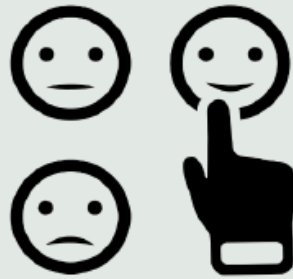
RECOMMENDATIONS



Develop and Grow Current Employees

1. **Create career advancement tracks** and/or help employees understand possible paths
2. **Provide leadership training** and opportunities
3. Supervisors **provide mentoring and coaching** to employees
4. Rethink job responsibilities to **provide employees with more autonomy**

RECOMMENDATIONS



Create Feedback Loops

Enable Employees to **Provide Feedback** on a Regular Basis



1. **Gather** feedback from employees through surveys and other mechanisms
2. **Response from leadership** to the feedback and incorporate it
3. **Adjust to Employee Needs and Wants**
4. Create processes that **allow changes** to occur faster and allow for more experimentation

Additional Findings that Need Further Study



**More diversity in the
workplace**



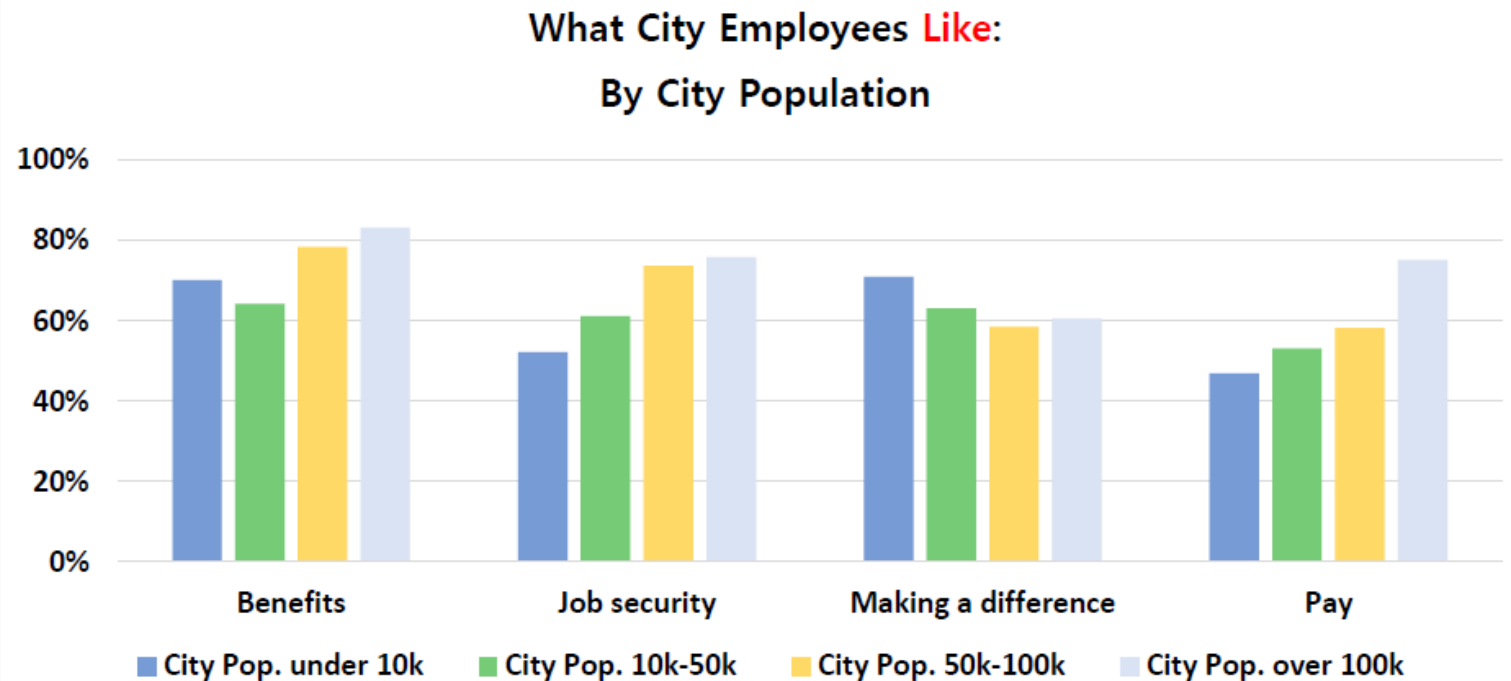
**Workspace and
location matter**



**Differences Based on
City Population**

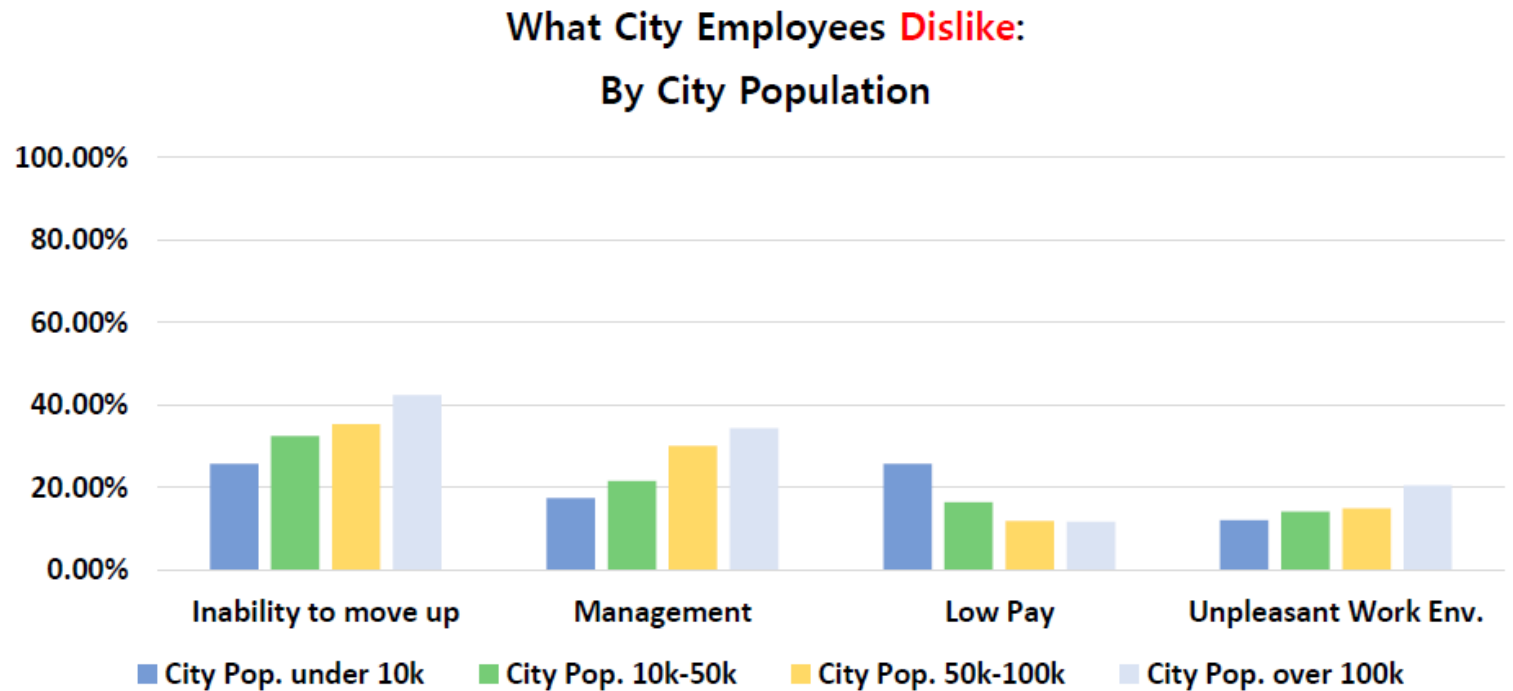
FURTHER STUDY

Additional Findings that Need Further Study



FURTHER STUDY

Additional Findings that Need Further Study



THANK YOU!



Joyce Hottinger
Laura Kushner
Dan Greensweig



HUBERT H. HUMPHREY SCHOOL OF PUBLIC AFFAIRS

Contact Us



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ATTRACTING AND RETAINING EMPLOYEES IN MN LOCAL GOVERNMENTS



Findings

What Workers Want

- **Make a difference** through their work by serving people and aligning their values with their work
- **Work/life balance**
- **Opportunities to grow and develop** in their job with support from their supervisor
- To have their voices heard and able to make work decisions on their own

Current Culture of Cities

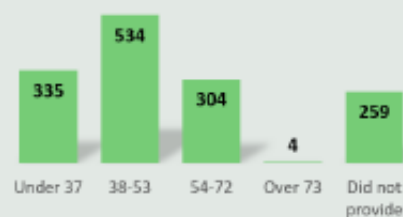
- **Positive aspects** as highlighted by employees:
 - Ability to **make a difference** through work
 - **Variety** in job to keep it interesting
 - **Work/life balance**
 - **Benefits and stability**
- **Desired** by employees:
 - **Mentoring and coaching** from supervisors
 - Promotion and **advancement** opportunities
 - More **flexibility** in schedules
 - More opportunities to **have a voice** in their work

45% of
MN City
Workers
are 50+

Data Collection

- Literature review
- Survey of MN city employees
1,436 responses
119 cities participated
All city departments

Age of Respondents



- Interviews with city and city-affiliated employees under 37 and human resources staff
15 interviews



HUMPHREY SCHOOL
OF PUBLIC AFFAIRS
UNIVERSITY OF MINNESOTA

*Kamal Ali | Jennifer Desrude | Angela Merrifield | Jeannette Rebar
Advised by: Dr. Kevin Gerdes | Dr. Angie Fertig*



Top 3 reasons to work for a city

According to surveyed city workers

- I contribute to making a difference in my community through my job.
- My job offers variety to keep it interesting.
- My workplace understands and allows flexibility with respect to my family and/or personal responsibilities

What would you change about your workplace?

Quotes from survey

- "More open communication, increase diversity, open to new ideas"
- "All of the processes to get things done. Makes things drag out that should be quick and easy"
- "Better workspace, more opportunities for special assignments or advancement"

Recommendations

1. **Educate the Public** – Market aspects of city employment that already align with what employees want
 - **Make a difference** in your community
 - Find your **work/life balance**
 - Do what you **love**, do it for a MN City!
 - Never boring; lots of **variety**
2. **Develop and Grow Current Employees**
 - **Create career advancement tracks** and/or help employees understand possible paths
 - **Provide leadership training** and opportunities
 - Supervisors **provide mentoring and coaching** to employees
 - Rethink job responsibilities to **provide employees with more autonomy**
3. **Create Feedback Loops**
 - **Gather** feedback from employees through surveys and other mechanisms
 - **Response from leadership** to the feedback and incorporate it
 - **Adjust to Employee Needs and Wants**
 - Create processes that **allow changes** to occur faster and allow for more experimentation

"That education piece is important in the high school years before they even go to college, so that we can try to adjust their career path to local government."
City HR Manager



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